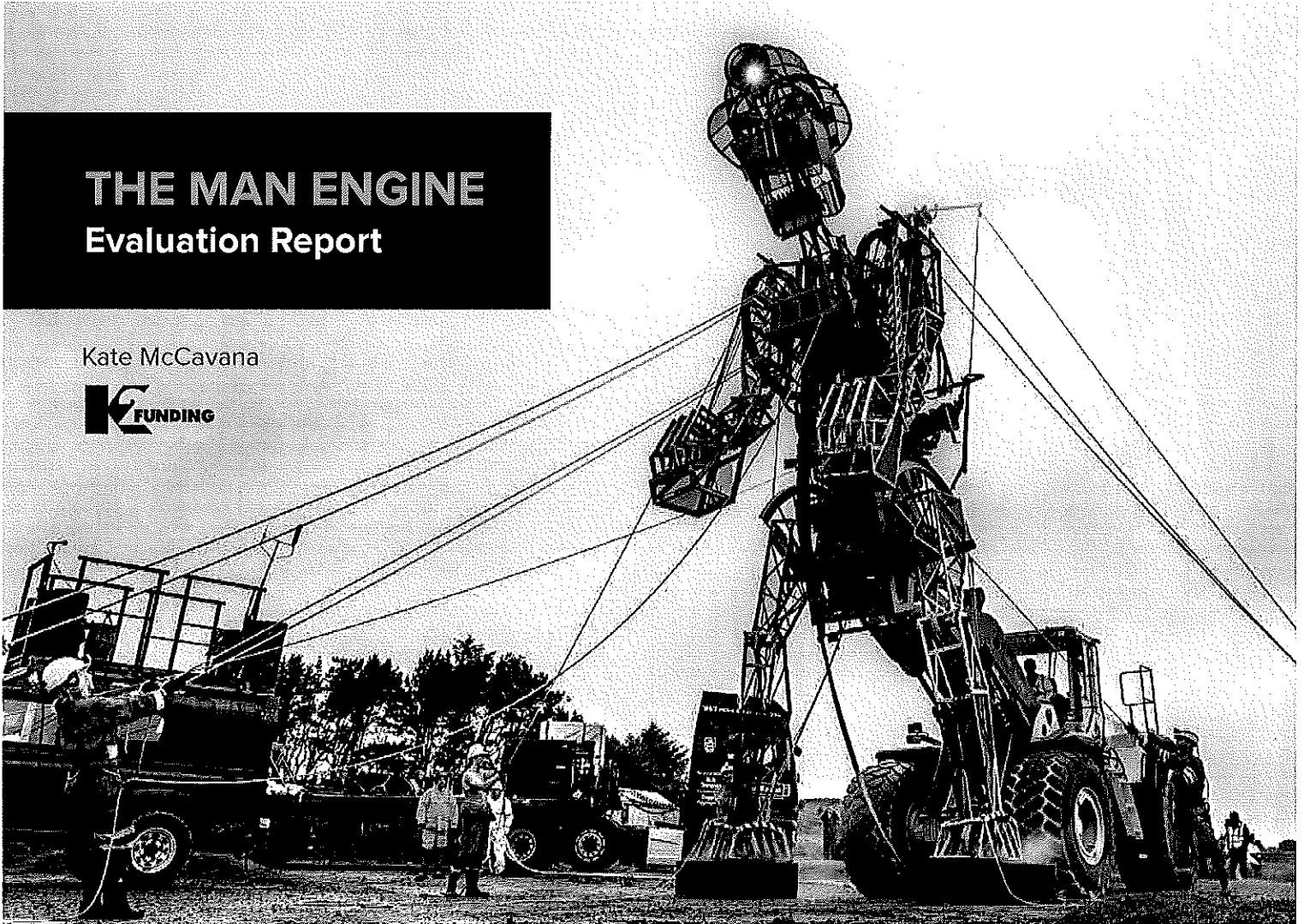


THE MAN ENGINE

Evaluation Report

Kate McCavana



1.0

Executive Summary

The Man Engine was a multi-faceted cultural heritage project commissioned in June 2015 by the Cornwall and West Devon Mining Landscape World Heritage Site (CMWHS) as the centerpiece of their 2016 'Tinth' anniversary programme.

Conceived and led by Golden Tree Productions, the project was developed and delivered by a comprehensive multi-disciplinary team, in consultation with the CMWHS, the Heritage Lottery Fund and Arts Council England. The project delivery took place from January 2016 to August 2016 and consisted of three main strands:

1. The Schools Programme
2. The Community Programme
3. The Pilgrimage itself

1.1

Summary of Findings

This evaluation concludes that the Man Engine over-delivered in almost all areas: it met the objectives of the CMWHS commission, achieved the targets set by funders and exceeded the expectations of supporters, partners and stakeholders alike. Key achievements recorded included:

Project Funding Secured	£474,000
In-Kind Support Received	£416,650
Schools and Community Participants	2,137
Trailblazer Bus Audience (pre-Tour)	2,500
Live Audience of Tour	149,400
Economic Impact of Tour Events	£2,973,000
Remote Audience (Print, TV, Web)	112,000,000
Advertising Value Equivalent (Print, TV, Web)	£3,100,000
Remote Audience (Social Media)	2,485,000
Advertising Value Equivalent (Social Media)	£188,480
Global Reach	104 countries

1.2

Benefits of the Project

This project was about celebrating, interpreting and propagating the Cornwall Mining World Heritage Site. The Man Engine has set a new bar for the positive assertion of Cornish identity, and shown the Cornish to be inclusive, adventurous and ambitious. The Man Engine himself has become an ambassador for mining heritage, and Golden Tree has proved that with the right project and the right marketing, the world's media will sit up and pay attention.

The social impact of the Man Engine is seen in its capacity to bring people together, helping participants to feel part of their local community and reinforcing feelings of local pride. Another success has been the project's ability to tap into a groundswell of creativity and talent from motivated local people who are fiercely proud of Cornwall and its mining heritage, and grasped the opportunity to share this with a wider audience. What emerges from the stories that participants and interviewees have shared is a strong sense of pride, and a deep-rooted resilience. Above all, the Man Engine has given the Cornish permission to tell their own story, and celebrate who they were, who they are and who they want to be.

The Man Engine has marked a significant step for Golden Tree Productions, enabling the company to be innovative on a massive scale, and to actively pursue community engagement and development to an extent that was not previously possible.

The company has been able to capture community voices and experiences; build on socially responsible practices; increase resources; draw on the skills and talents of Cornwall's leading creative talent; be more proactive and responsive to local need, and have the freedom to let the project evolve.

1.3

Learning from the Project

This evaluation has highlighted a number of lessons regarding the successful implementation of complex cultural heritage projects: these are set out in detail at the end of each report section.

Through the Man Engine, Golden Tree has demonstrated that the company is committed to the interests and development of Cornwall's cultural heritage and identity. This strong belief and passion for community engagement runs through the core of everything the company does, giving a powerful clarity and focus of vision.

The Man Engine project benefitted from having a dedicated Project Manager, a clear vision and mission, and the support of Cornwall's leading creative and engineering talent. It enabled Golden Tree to be ambitious, to extend their reach into the community and to trial innovative new ways of generating content.

Whilst there were tensions and challenges, particularly the amount of time available, this way of working proved very effective for an organisation with a small core team. The passion of the project team, the way they worked with volunteers, and their commitment to delivering the project were humbling.

The single most significant and innovative element of the Man Engine was the role that the puppet himself played in helping Cornwall's communities reflect on the process of change as it happens around them: to deepen their understanding of Cornwall's past and prepare for the future. The project was a physical manifestation of the idea that rather than communities being a passive spectator on change that is imposed upon them, they can become active participants in the process of change. By reflecting on it, capturing it and working out what that change means for them, communities can become more resilient, feel more in control over their futures and feel proud that their voices and experiences are represented in a public arena.

The Man Engine raises many questions for the future. It shows how cultural heritage projects can deal with contemporary issues in a bold and inventive way when embedded into community needs and interests. It shows how effective heritage can be as a conduit for community voices and experiences, helping people to feel part of a process of change, rather than change being 'done' to them.

It shows what can be achieved when an organisation is responsive and has an effective and committed team. Like all projects, some things worked and some things did not work, but Golden Tree is reflecting, learning and will continue to do their best for the people and communities of Cornwall.