

**Manchester City Council
Report for Resolution**

Report to: Executive – 7 October 2015
Subject: Manchester International Festival 2015
Report of: Chief Executive

Summary

This report provides the Executive with a positive picture of the outcomes of the evaluation of the Manchester International Festival 2015 and seeks approval to new funding arrangements for the next Festival in July 2017.

Recommendations

Members are asked to:

- a) Note the substantial achievements of the 2015 Festival in overachieving its objectives, particularly in continuing to grow its international reputation, in engaging a wide cross section of local residents and in maintaining a significant level of private sector funding in the current economic climate.
 - b) Recognise and support the importance of maintaining public sector funding commitments in order to attract significant match funding from other public and private sector partners.
 - c) Approve revenue support of £2m for Festival 2017, together with the underwriting of £0.5m subject to continuing support from other Public Sector partners, notably Arts Council England.
 - d) Delegate responsibility to Deputy Chief Executive (Growth and Neighbourhoods) and City Treasurer in consultation with Executive Member for Finance and HR to finalise the financial arrangements.
 - e) Agree that the decisions set out above are urgent as delay caused by the call in process would seriously prejudice the legal or financial position of the Council and the interests of the residents of Manchester and that the decisions should be exempt from call in.
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Wards Affected:

All Wards

Community Strategy Spine	Summary of the contribution to the strategy
Performance of the economy of the region and sub region	The Manchester International Festival drives economic development by substantially raising the profile of Manchester, draws in tourism and attracts inward investment by positioning the City as an international centre for culture. The 2015 Festival achieved an estimated economic impact value of £38.8m.
Reaching full potential in education and employment	The Festival increasingly works to maximise opportunities around employment creation and the recruitment of volunteers. 531 people were contracted to work and 436 volunteers took part in the 2015 Festival. There were over 8000 engagement hours with MIF's creative learning projects.
Individual and collective self esteem – mutual respect	The Festival aims to play an important role in increasing community cohesion through facilitating community participation.
Neighbourhoods of Choice	New cultural opportunities and a wider cultural choice for Manchester residents, in particular opportunities to experience and participate in such events, to improve the quality of life for people who live, work and study in the City.

Environmental and Climate Change Impacts

The Festival commits to less than 15% of waste from festival square will go to landfill and they will recycle at least 75% of all sets and props. These targets were exceeded with only 9% going to landfill and 95% of all sets and props recycled.

Full details are in the body of the report, along with any implications for:

Equal Opportunities Policy
Risk Management
Legal Considerations

Financial Consequences – Revenue

Current allowance for revenue support is £2m for each biennial Festival. A further £500k is provided in an earmarked reserve which can be drawn down every other year and provides underwriting for Festival 2017, subject to being able to secure funding from other public sector partners at a similar level to investment in the 2015 Festival. This is consistent with MCC future budget plans.

Financial Consequences – Capital

None

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Background documents (available for public inspection):

Report to the Executive 13th January 2010 – Manchester International Festival

Report to the Executive 26th October 2011 – Manchester International Festival

Report to the Executive 23rd October 2013 – Manchester International Festival

1. Introduction

- 1.1 MIF 2015 was the fifth festival and it is now firmly established on the international stage, acclaimed as one of the most innovative arts festivals in the world. By working with adventurous combinations of artists across many artforms and venues, the Festival has built a reputation for innovation and invention. This will lead to more ground-breaking commissions as the Festival continues to move forward, further enhancing the reputation of Manchester as a creative, risk-taking city.
- 1.2 The Festival has grown steadily over the years. Total investment has increased significantly and this has been consistently justified by the increasing economic impacts which have been generated. Crucially, the Festival continues to enjoy a level of business and third party support without precedent for similar festivals in the UK or in Europe. The analysis for the 2015 Festival shows that, while public investment increased as a result of welcome extra support from ACE, growth and additional value captured was mainly funded by co-commissioning investment, touring income, private sector support and box office receipts.
- 1.3 The Manchester International Festival (MIF) team have completed the evaluation of the 2015 Festival against agreed objectives and Key Performance Indicators (KPIs). The results of this evaluation are very positive, in particular the steady increase in overall attendance along with continued high audience satisfaction levels with 92% rating the Festival good or excellent. MIF also continued to attract high levels of non-public investment, seeing the number of non-public sector funding relationships increase to an unprecedented 114 from the previous level of 72 in 2013.

2. Background

- 2.1 In order to evaluate the 2015 Festival, MIF's Board requested that its Executive prepare a detailed report examining MIF's performance in 2015 against both its agreed aims and objectives and a set of KPIs. In order to prepare this report, the MIF executive commissioned two external reports:-
 - 2.1.1 Morris Hargreaves McIntyre was once again engaged to analyse the economic impact of the Festival and to conduct an online audience survey of a sample of ticket buyers and attendees.
 - 2.1.2 MIF also commissioned independent consultant Kate Tyndall to undertake a review amongst a number of its partners, artists and peers on the position the Festival has attained in national and international terms, what values and qualities make it unique and how it might build on its international and local standing.
 - 2.1.3 Both these evaluation reports will be presented to MIF's Board in outline on 30 Sep 2015 and in full on 09 December 2015.

2.2 The following aims and objectives of the Festival were set for the 2015 Festival:

- To consolidate Manchester International Festival's position as the leading festival of original, new work, created by a wide range of major international artists.
- To help secure Manchester's reputation as a leading cultural city and showcase its ability to deliver major large-scale events.
- To help build the creative potential of Manchester's different communities and artists through a series of innovative, high quality community-based commissions and creative development programmes.
- To ensure that the Festival is a sustainable event – financially and environmentally.

3. Assessment of Delivery of Aims and Objectives for 2015

3.1 The table of KPIs showing performance against target is attached at Appendix 1, demonstrating that MIF successfully met or exceeded all of its 20 indicators.

3.2 Analysis by objective

3.2.1 Objective 1: Consolidating Manchester International Festival's position as the leading festival of original, new work, created by a wide range of major international artists.

'Few cultural events have established themselves with such clarity and self-confidence as the Manchester International Festival... MIF has quickly taught audiences to expect the unexpected. They don't quite know what they will find during the biennial fortnight of brand new commissions, other than improbable collaboration and a fiery sense of ambition' Peter Aspden, The Financial Times, 10 July 2015

MIF15 brought together the best of the region's talent and internationally significant artists for a spectacular fifth edition. Local artists, creatives and performers including Wayne McGregor, Maxine Peake, Mark Simpson and Mary-Ellen McTague joined a roll call of names from around the world and across the UK that featured Gerhard Richter, Arvo Pärt, Björk, Olafur Eliasson, Jamie xx, FKA twigs, Paris Opera Ballet and more.

For the first time MIF featured several dance-based commissions. The heartfelt hit of FlexN Manchester saw dancers from Manchester and New York work together on an unforgettable and emotional show; MIF took young Manchester creatives to New York and supported them to forge lasting connections with the dance community there. Contemporary ballet Tree of Codes, which has just completed a sold out run in New York, was a bold, breathtaking new direction for all the creative team. Soundtrack 7 saw FKA

twigs and team create seven new pieces of choreography live in front of Festival audiences, bringing the public right in to the artistic process.

MIF15 also put major digital commissions at the heart of the programme; Ed Atkins' Performance Capture turned Manchester Art Gallery into a hive of digital production activity as his motion capture equipment was worn by Festival participants from Wayne McGregor to Alex Poots. The results were rendered in real time in the gallery space to create a surprisingly warm and emotionally affecting computer-generated portrait of the Festival. In addition to the live work in progress and performances at Granada Studios, FKA twigs online project Inside Soundtrack 7 allowed audiences around the world to follow the commission as it unfolded. With millions of views and Twitter hits, Inside Soundtrack 7 is one of the most successful digital artworks ever and a bold new direction for MIF.

'Another compelling programme, set at that exact point where pop meets the high arts, for this peerless biennial arts festival.' Grazia, 6 July 2015

The 2015 Festival worked with a broad range of co-commissioning and co-producing partners, bringing significant inward investment into the City and building on MIF's reputation for creating world class productions that will have significant future life outside Manchester. The first production to tour will be Tree of Codes, which opened to sell-out audiences in NYC on 14 September 2015.

Co-commissioning and Co-producing partners for MIF15 include Theatre du Chatelet, European Capital of Culture Aarhus 2017, National Theatre, FAENA ART, HOME, Bergen International Festival, KODE (Bergen), Studio Wayne McGregor, BBC, Manchester Art Gallery, Park Avenue Armory, Paris Opera Ballet, Royal Exchange, Sadler's Wells, Sky Academy, The Whitworth and The Space.

Relationships with regional cultural organisations continue to grow in strength, bringing shared dividends to the Festival and to the local cultural ecology. These included co-production partnerships with Manchester Art Gallery, Whitworth Art Gallery, the Manchester Museum, the Royal Exchange Theatre and HOME.

'In just under a decade the Manchester International Festival has earned an enviable reputation for presenting world premieres by some of the leading artists of our time' Matthew Westwood, The Australian, 14 July 2015

3.2.2 Objective 2: Helping secure Manchester's reputation as a leading cultural city and showcase its ability to deliver major large-scale events.

'MIF is an important player on the International cultural stage'
Roslyn Sulcas, New York Times, 17 July 2015

'It is extraordinary how rapidly Manchester International Festival has established itself.' Susannah Clapp, The Observer, 12 July 2015

Attendance at the 2015 Festival grew by 5.2% compared to 2013, with a total of 259,648 attending. The proportion of bookers from Greater Manchester increased to 65% from 60% in 2013, mainly due to the doubling of the number of £12 tickets on offer to GM residents on a lower wage. A further 14% came from the North West and 19% travelled from the rest of the UK and overseas. 60% of attendees said that the Festival was the main reason they had come to Manchester.

Audience satisfaction ratings for the Festival continue to be highly positive, with 92% rating the quality of events as either 'excellent' or 'good', and, as in 2013, 96% would be 'very likely' or 'quite likely' to attend the Festival in the future and 94% are ready to recommend the Festival to others. Strong trust in the way the Festival is delivered continues, with 90% of those surveyed rating the quality of the overall organisation as 'excellent' or 'good'.

The Festival Square site at Albert Square, including the Pavilion Theatre, was used by 126,000 people, 49% of visitors to the Festival in 2015. Festival Square offered a strong mix of live entertainment, street food, bars and corporate entertainment facilities which acted as the vibrant hub of the Festival once again.

'The atmosphere around festival square was brilliant and really relaxed, and the two performances I went to were brilliantly put together.' MIF Visitor, 2015

91% of respondents were 'very likely' or 'quite likely' to want to return to venues they had visited for the first time during MIF, and 91% once again reported that they would experiment with new types of art events following their attendance of the Festival.

The response to the survey indicates that the Festival was perceived to be a significant event for Manchester:

- 92% either agreed or strongly agreed with the statement that the Festival helps to make Manchester a world class cultural city.
- 75% agreed or strongly agreed that the Festival builds national links for the city and 76% agreed or strongly agreed that it builds international links.
- 85% agreed or strongly agreed with the statement that the Festival makes Manchester a great place to live, work and study.

There was a strong perception of the Festival as innovative and unique with 91% believing the Festival lived up to its reputation for staging new work and 71% supporting the view that it creates a variety of events appealing to a cross-section of people. 76% of people agreed that it made Manchester look like a place open to new ideas and innovation. The same number (76%) agreed that the Festival encourages and inspires people in the city to be creative in new ways.

'This past fortnight has seen the city's very own biennale – the Manchester International Festival – sending bright and plentiful sparks into Britain's artistic cosmos.' Waldemar Januszczak, Sunday Times Culture. 19 July 2015

There was once again strong support for the Festival's contribution to attracting visitors from outside the region to visit Manchester. 85% of audience members agreed or strongly agreed that the Festival builds Manchester as a city break destination, encouraging tourists.

Post-Festival evaluation measured this year's AVE (advertising equivalent value) from print and broadcast media at more than £27 million, around 5% up on MIF13.

Pre-Festival features and show reviews were extensive and generally positive. Once again media partners offered huge amounts of coverage, with special MIF editions of the Guide and G2 from the Guardian, dedicated City Life supplements and covers plus daily features, news and reviews from Manchester Evening News, plus 30 days of online coverage at manchestereveningnews.co.uk.

There was a substantial increase in national broadcast coverage, up to more than 22.5 hours from just over 12 hours during MIF13 - regional coverage also increased from just under 10 hours to over 16 hours. This was achieved through a closer partnership with the BBC including an outside broadcast studio located on Festival Square for the first 10 days of the Festival broadcasting shows including News night, Radio 4's Front Row, 6 Music's Radcliffe and Maconie, 5Live's Phil Williams show and several BBC Radio Manchester programmes. The Festival Theatre also played host to live/as live recordings of programmes including Radio 3's The Verb and In Tune in front of audiences. BBC4 broadcast an hour long special - One Night in Manchester - which was subsequently shown a further four times on the BBC World Channel, the BBC's international news and current affairs channel with an estimated 76 million viewers weekly.

International coverage was also positive, with previews, features and reviews from outlets including New York Times, die Zeit, Paris Match, Les Echos, Suddeutsche Zeitung, Xinhua Daily, The Australian and many more.

3.2.3 Objective 3: Helping build the creative potential of Manchester's different communities and artists through a series of innovative, high quality community-based commissions and creative development programmes.

MIF's commitment to creative learning and to inspiring, supporting and developing local creative talent continues to be an area of significant activity, contributing to the Festival's sense of place, local connection and long-term legacy. All departments contribute to this strand of work though activity centres on two flagship Creative Learning programmes – *MIF Creative* and *MIF Learning* – which brings international artists together with local communities, often to powerful, transformational effect.

The 2015 Creative Learning programme saw over 2,850 participants and 50 educational partners working with some of the world's leading artists, resulting in over 70 of the Festival's performances including powerful creative contributions from local people, in addition to the MIF's Festival Square programme which also showcases a range of new, local talent.

Artists from across the world – Hélène Grimaud, Douglas Gordon, Charlotte Rampling, Maxine Peake, Arvo Pärt, Peter Sellars, Justin Fletcher and Reggie 'Regg Roc' Gray amongst others – worked directly with communities in schools, colleges, universities, community centres and faith networks to engage Manchester's residents in the Festival's commissioning and performance processes, delivering a range of impacts including greater insight into the workings and artistic processes of the Festival and its artists; increased creative confidence and skills in creative attendance and activities; new and improved international connections for local creative communities; tangible, local ownership of the Festival and enhanced sense of connection to culture and partner cultural organisations in the city-region.

"MIF is fulfilling its aim of inviting established artists from around the world to premiere their collaborative work in Manchester [but] the Festival is not just for artists. The people of Greater Manchester can also participate in this unique festival. I felt very privileged to work with the accomplished artists, director and storyteller. All our requirements were met with the utmost care and love." Asha, Sacred Sounds Women's Choir member

Highlights of MIF Creative 2015 included:

- i) **FlexN Manchester:** a game-changing international exchange for **10** emerging street dancers from Manchester who delivered a stand out performance that many saw as a highlight of the 2015 Festival programme. A further **251** young dancers benefited from local dance workshops and 165 from opportunities to attend preview performances free of charge:

"I was on the streets a few years ago doing nothing, then I went to college, then I got this opportunity. Now I can say I have danced in New York. Now I can say that I'm part of a dance crew from New York. Those dreams that I had, that I thought I would never achieve I have achieved them so now I can aim higher. It's a big opportunity for me." Bailey, FlexN Manchester dancer

"You can see that the people involved in MIF think creatively, and the way that they express support for artists is so different." Jack, FlexN Manchester dancer

- ii) **Sacred Sounds Women's Choir in Neck of the Woods:** **55** members of this amateur choir took up the challenge to devise a new soundscape for Douglas Gordon's *Neck of the Woods* – working directly with world-leading pianist Hélène Grimaud and actress Charlotte Rampling, gaining a birds-eye view of the artistic process behind the show and performing to over 3,000 people as part of the process:

“My understanding of and connection to culture within the city is now only just beginning. I am now encouraged and keen to learn more and get involved.”
Marie, Sacred Sounds Women’s Choir member

- iii) *The Tale of Mr Tumble:*** Just under 400 children and teachers from six special educational and four mainstream primary schools took to the stage alongside CBeebies superstar Justin Fletcher (Mr Tumble) performing their Makaton-signed songs to audiences in excess of 15,000. 78% of children taking part were from the most deprived communities in Manchester and many had little or no previous exposure to arts and cultural institutions prior to the project. An independent evaluation reported a range of impacts including improved integration and confidence for SEN school pupils, increased interest in arts and cultural activity both in school and outside and positive impacts on both children and parents. Inspired by the work, MIF and a range of cultural partners will embark on further Makaton Training this autumn to support improved accessibility to culture in Manchester for pupils from SEN schools and communities.

MIF also organised a free performance for 1,340 children from SEN and mainstream primary schools across Greater Manchester, made up of The Seashell Trust’s partner schools, sponsor schools and Salford schools.

“[As a result of the project] there is an increased enthusiasm for and focus on arts and cultural projects. This has just reinforced our belief that music based activities really help our children develop their communication skills. We will be looking at ways to include even more music and dance in the curriculum.”
Teacher, School Participant

- iv) *The Skriker:*** a chorus of 49 local singers accompanied Maxine Peake in Sarah Frankcom’s explosive adaptation of Caryl Churchill’s *The Skriker* at the Royal Exchange Theatre:

“It’s a tour de force... backed up by some sterling ensemble work, a glorious chorus of locals” Whatsonstage.com

Alongside the flagship MIF Creative commissions, the Creative Learning team deliver a growing number of other educational and engagement activities connecting MIF artists to local communities. Highlights of the 2015 MIF Learning programme included:

- v) *Interdependence:*** a two-day event of discussion, debate and inspiring thinking, with presentations from over 37 leading artists, innovators, performers, scientists, writers and technologists from across the globe. Taking place at a pivotal moment for Manchester, with a record amount of investment flowing into the city to support innovation across artistic and scientific endeavours, speakers came from Iceland, Lagos, Venezuela, Brooklyn, Baghdad as well as the United Kingdom to discuss creativity in all its myriad stripes and flavours. Many sessions sold out immediately proving the appetite for this kind of commission.

'Interdependence is a real complement to the rest of the festival programme - a chance for people to understand and discuss the ideas and issues that go into conceiving and rolling out such a huge undertaking' Manchester Confidential

- vi) Local choir performances:** as part of *Richter / Pärt*, 238 members of 10 local choirs performed *Drei Hirtenkinder Aus Fátima* to thousands of audience members at the Whitworth Art Gallery:

"Absolutely fabulous. A very different and worthwhile experience for the choir – singing in German, singing in more than four parts, singing in a fabulous acoustic and stimulating artistic space. I don't think my choir were aware of the Festival until they became involved but this has broadened their choral horizons and made them realise how singing can be more than mere entertainment." Keith Orrell, Director, Wigan Youth Choir

"The opportunity to meet internationally recognised figures and be involved in an artistic event of a very high calibre will be something they remember for the rest of their lives as it was so unique. Also, the impromptu opportunity to sing for Arvo Pärt was VERY exciting!" Liz Brocklehurst, Oldham Youth Choir

- vii) Performance Capture workshops:** 90 participants from 11 colleges, schools and groups were given exclusive insight into this exhibition and its cutting-edge technology through a series of digital workshops led by Ed Atkins, Studio Distract and students from the University of Salford:

"Today has been an amazing opportunity for students and staff to gain an insight into the artist's work and to see how many people are involved in the process. The opportunity to explore the software and relate this to their own experiences was truly inspiring for all and I feel today's experience will be very significant for many of our students. Really impressed by MIF who obviously value inspiring young people." Nancy Linihan, Holy Cross College
"I want to become an animator. I know I can do it and it's good to know I don't have to move across the world. I can do it here in Manchester" Student, Performance Capture Workshops

- viii) wonder.land schools engagement:** 361 secondary school students and teachers from 11 schools across Greater Manchester attended a performance of wonder.land and Q&A with members of the creative team exploring themes of identity, virtual worlds and avatars:

"Although we have seen many performances, and we have met the cast and crew following a performance of Blood Brothers, we have never had this level of discussion and debate. The students are extremely passionate about the issues explored through wonder.land. Having the chance to have their ideas listened to really has inspired them" Lynn Provoost, Director of Arts, Derby High School, Bury

- ix) The Age of Starlight: In Conversation with Brian Cox:** 230 young people aged 11-16 from across Greater Manchester – including science students

from seven different schools – were the first in the world to hear about *The Age of Starlight* as Professor Brian Cox *shared with them the scientific ideas and inspirations for the show. From insights into his role at CERN to the excitement surrounding Magic Leap’s cutting-edge technology, this event provided a unique opportunity for young people to put their questions to this much-loved and renowned scientist and presenter:*

*“The whole talk was fantastic and has definitely raised my interest in *The Age of Starlight* and the major questions of our existence. It was also great to hear from Brian about CERN, as me and some of the other students from my school will be visiting in December. Now I know more about it, I’m even more excited to go!”* Abigail, Year 10, Alder Community High School, Tameside

- x) **Professional Development, Networking and Mentoring:** MIF’s firm commitment to supporting and mentoring emerging artists and cultural leaders locally and nationally continued with a series of professional and career development opportunities that included: 72 placements, internships, mentoring or work experience opportunities across MIF’s design, technical, marketing, engagement, creative and administrative activities and in partnership with local Universities, schools and colleges (Manchester Metropolitan University, Universities of Manchester and Salford, Liverpool Institute of Performing Arts) as well as local and national creative development schemes such as Weston Jerwood Creative Bursaries, Stage One, Step Change, JMK Trust, Dance UK and Clore Leadership Programme:

“It’s really interesting to work with a team in which everyone is working towards the same goal. It feels like a living, breathing organism during the weeks that the Festival is on, when everyone’s trying to make it work. The commitment to quality is outstanding.” Angela Wachner, Step Change Placement from the National Theatre, MIF15

“The biggest surprise has been the people. Absolutely everyone gets stuck in...It all feels very local too. Local companies are involved, and everyone’s trying to be the best that they can be.” Tayah Preece, Trainee Production Manager, MIF15

A further 943 people engaged via talks, presentations and networking opportunities with MIF directors, including a two-day networking event for recipients of the Weston Jerwood Creative Bursaries programme with opportunities to see and critically discuss MIF shows and meet high-profile panellists and speakers from within the cultural industries in Manchester:

“This has been truly amazing. I am now going into my role with so much drive and confidence about what my career can be and what I can achieve. I now want to be firmly within this industry and push it as far as I can.” Victoria Evans, Weston Jerwood Creative Bursaries Recipient

3.2.4 **Objective 4: Ensuring that the Festival is a sustainable event – financially and environmentally.**

i) Economic Impact and Overall costs

MIF 15 was larger and delivered a greater Economic Impact than ever before at £38.8 million compared to £38 million in 2013. The increase of £0.8m in Economic Impact this time was double the increase between the two previous festivals.

Delivering 22 original commissions and special events through 230 performances over 18 days, the Festival attracted almost 260,000 people, 35% of whom came from outside Greater Manchester. The Festival also received massive press coverage which was valued at over £27m excluding online coverage.

The cost of hosting the Festival increased by £100,000 (less than 1%) to £12m and the funds spent on the artistic programme increased by 5% to £8.1m for the first time, whilst the operating costs were reduced from £4m to £3.9m. This demonstrates that the Festival is operating more efficiently and a greater proportion of the income is invested in the artistic programme and delivery.

ii) Revenue & Contributions in kind

The Festival was again successful in attracting strong levels of funding from sponsorship, ticket sales and other funding avenues to amplify the public sector funding.

The Festival raised £2.7 million through fund-raising across corporate sponsorship and individual giving, which is an impressive performance in the prevailing economic climate. This was achieved by reaching more supporters and donors, a total of 114 which is nearly double those in 2013.

MIF15 was supported by a total of 70 corporate sponsors and media partners, an increase from 42 in 2013.

The corporate sponsors and media partners included top tier partners PZ Cussons, NCP, DoubleTree Hotel, Bruntwood and Manchester Airport Group. This was against 42 corporates in 2013 and achieved through a 75% return rate, six organisations deepening their involvement and with 34 new sponsors for 2015. A total of 48 donors, more than double the number from 2013, almost trebled the income given by individuals, which saw an 80% return rate and 27 new donors introduced to the festival.

This diversity of support is very welcome and provides a strong platform for future Festivals.

Using MCC's consistent support as a springboard, Arts Council England (ACE) was persuaded to increase its support for MIF over its 2 year cycle by 26% from £1.1m for MIF13 to almost £1.4m for MIF15.

The total public sector income contributed 34% of the Festival's total income equating to every £1 contributed by the public sector levering in £1.93 of income from non-public sources.

The Festival also levered in value-in-kind contributions from co-producers who contributed their own resources to productions to a total of £0.8m including the National Theatre, Random Dance and four Manchester venues: The Manchester Art Gallery, The Whitworth Art Gallery, HOME and the Royal Exchange Theatre.

INCOME	2011	%	2013	%	2015	%
	£ Million		£ Million		£ Million	
Public sector	4.4	39%	4.0	34%	4.1	34%
Non-public sector	6.9	61%	7.9	66%	7.9	66%
Total	11.3		11.9		12.0	

iii) Ticketing & £12 ticket scheme

Attendance at the Festival increased by 5% to almost 260,000 people. Income from ticket sales increased by 7% to £1.5m even though 10% of all tickets were offered to Greater Manchester residents on a lower wage at just £12, double the number offered under the same scheme in 2013.

The discounted ticket scheme whereby 10% of all tickets across all price ranges (9,126 tickets) were priced at £12 and reserved for GM residents on a lower wage was a success. MIF doubled the level previously on offer in 2013. Just over 10% of all the available tickets for MIF15 were sold at the £12 rate, an increase of 6,689 tickets from MIF13. A total of 52% of all £12 tickets sold were purchased by residents of the MCC area, of which 25% were from North Manchester, East Manchester, Moss Side and Wythenshawe.

In addition to the tickets sold at £12 to GM residents through the scheme:

- All tickets for *FlexN Manchester, FKA twigs: Soundtrack 7 – The Performances* and *Sara Pascoe: The Museum of Robot Pussycats* were priced at £12. Of the 3,029 available tickets, 66% (2,044 tickets) were sold to GM residents.
- All children's tickets for *The Tale of Mr Tumble* were priced at £12. A total of 5,035 children's tickets were sold to GM residents.

Overall, this meant that a total of 17.8% of all available tickets for MIF15 were sold at £12 to GM residents. In addition, 28% of the entire MIF15 programme was free and was attended by more than 44,000 people, while a total of 126,000 people visited Festival Square. This equates to 70% attending a free event at the Festival.

iv) Employment and contracts

In addition, the Festival creates and sustains a significant number of jobs. 20 staff work for the Festival all year round and a further 35 are contracted by the Festival for a minimum of 3 weeks during the Festival period. In addition, MIF contracted a further 551 people who worked as performers, stage managers, front of house or technicians on MIF commissions. 268 suppliers from the Manchester city region also supported the Festival.

3.3 Environmental Sustainability

MIF has continued to achieve well in terms of sustainable event management, having been 2nd Level certified as ISO20121 in 2013. MIF has maintained its relationship with other key cultural organisations across the City and is a leading partner in MAST (Manchester Arts Sustainable Team) which meets regularly to share ideas over collaboration across the City.

Key areas of work were identified and targets set against them for the 2015 Festival. All were achieved, including only 9% of waste from Festival Square being sent to landfill.

4. Future Planning

4.1 This Festival was MIF Artistic Director, Alex Poots' last as he moves onto a new role in New York and John McGrath, the successful Artistic Director of National Theatre Wales, has recently been appointed to take up the role. The Festival is therefore going into a significant period of transition under a new Artistic Director and CEO. Key issues to be considered as part of this transition are:

- The unique identity of MIF as a festival of cross-art form premieres is key to its impact internationally.
- The capacity of the festival, through co-productions, to take the Manchester Brand around the world is a significant achievement.
- The boldness of the festival, in the artists it commissions and the scale and inventiveness with which it makes work is widely admired.

4.2 Areas of potential development for the festival, where a strong start has already been made include:

- Becoming a leader among festivals in the digital arena, building on the strong social media presence in 2015, and on the extraordinary success of the FKA Twigs/Tumblr project.
- Making an ever-stronger connection to Manchester's many communities, building on the success of MIF Creative and including large-scale new commissions with a high public impact

- Increasing the amount of work developed and rehearsed in Manchester – with training and shadowing by young people and emerging Manchester artists – enriching the pool of talent in Manchester.
- 4.3 Over the next three festivals MIF will also be building towards and establishing the presence of The Factory Manchester. The Factory will be a new kind of large scale venue that captures the extraordinary creative vision of Manchester International Festival (MIF), with the partnerships, production capacity and technical sophistication to present innovative contemporary work year round as a genuine cultural counterweight to London. MIF's vision is integral to the future operations of Factory. During this period the Festival will:
- Establish an increasing range of long-term relationships with artists, companies and institutions – locally, nationally and internationally – who have the capacity to make work for The Factory.
 - Work to build an ever-stronger and more diverse audience – which will be crucial to the future success of The Factory.
 - Also develop a year-round programme of community engagement, building on the success of its volunteer programme, providing a wide community of advocates for The Factory as it opens.
- 4.4 In difficult financial times, the festival will need to work actively and innovatively with its key supporter and partner Manchester City Council to ensure the following:
- An increasingly diverse, and international, group of sponsors for the company's work.
 - Co-ordination with The Factory to ensure that the capital development leads to long-term funders for MIF and Factory programmes.
 - Exploration of an increasing range of potential exploitations of Festival productions through transfers, livecasts, digital life, and more.
 - Partnerships with a range of foundations and others to ensure investment in a wide spectrum of Manchester communities.

5. Future MCC Support for MIF 2017

- 5.1 Building on consistent public funding, MIF has been able to lever in significant funding from non-public funders this year which equals 66% of their overall income. MIF is demonstrating more efficiency in their operations and more of this funding is directed into the artistic programming and delivery. The impact of this has demonstrated increasing economic impact for the city and also greater social impact through increasing learning and education programmes working with some of the city's most vulnerable residents. MIF 2015 met or exceeded all of their targets and continue to develop new and innovative approaches to delivery. MIF's vision is critical to the future operations of

Factory which is projected to have further significant social and economic impacts for the City. It is calculated that within a decade Factory will help create, directly or indirectly, the equivalent of almost 2,500 jobs and add £138m per year to the economy. It is on this basis that standstill funding is recommended as an investment in future economic growth of the city. Members are therefore asked to approve funding for MIF 2017 at the same levels as previous years which equates to revenue support of £2m, together with the underwriting of £0.5m, subject to continuing support from other public sector partners, notably Arts Council England.

- 5.2 Manchester International Festival has until now been funded through a grant agreement. However, a recent review concluded that this relationship could be better managed through a contract. This will be further explored to ensure the most appropriate financial arrangement is put in place.
- 5.3 This is an urgent decision which is to be exempt from call in. This is because an early decision on the Council's financial commitment is required to support MIF's cashflow whilst they await payment of other committed 2015 Festival funding. The evaluation shows that Festival is of major economic significance to the city and therefore important to success of the Council's strategies to grow and develop the city's economy.
- 5.4 Members are requested to approve this approach.

6. Conclusion

- 6.1 The report outlines the positive picture of MIF2015 based on the outcomes of the evaluation. Highlights has included: the artistic programme of internationally acclaimed artists attracting significant international media coverage; increasing attendance rates; highly positive satisfaction rates; providing local residents the opportunity to develop their talent and realise their aspirations working with international artists; delivering a range of education and learning opportunities for both school children and adults; operating more efficiently; attracting 66% of income from none public funders; increasing economic impact; and, supporting environmental sustainability and carbon reduction priorities for the city.
- 6.2 It is on this basis that Members are asked to endorse the report and approve the recommendations.

7. Contributing to the Community Strategy

a) Performance of the economy of the region and sub region

The Manchester International Festival drives economic development by substantially raising the profile of Manchester, draws in tourism and attracts inward investment by positioning the City as an international centre for culture. The 2015 Festival achieved an estimated economic impact value of £38.8m.

b) Reaching full potential in education and employment

The Festival increasingly works to maximise opportunities around employment creation and the recruitment of volunteers. 531 people were contracted to work and 436 volunteers took part in the 2015 Festival. There were over 8000 engagement hours with MIF's creative learning projects.

c) Individual and collective self esteem – mutual respect

The Festival aims to play an important role in increasing community cohesion through facilitating community participation.

d) Neighbourhoods of Choice

New cultural opportunities and a wider cultural choice for Manchester residents, in particular opportunities to experience and participate in such events, to improve the quality of life for people who live, work and study in the City.

8. Key Policies and Considerations

a) Equal Opportunities

The Festival aims to provide a range of opportunities for participation by local people through MIF Creative and MIF Learning. Free and discounted ticketing and audience access programmes provide opportunities for people across the City who have limited access to arts events. For the 2015 Festival, the MIF team expanded the £12 ticket scheme for residents of Greater Manchester on lower incomes to 10% of all tickets.

b) Risk Management

A full range of performance indicators are in place in against which risks are managed. A Finance/Audit Committee meets regularly and includes in its membership the City Treasurer.

c) Legal Considerations

No legal issues at the current time.

The Festival is managed by an independent charitable company and the City Council is represented on the Board. A grant agreement is in place between the City Council and MIF.

Appendix 1

2015 MANCHESTER INTERNATIONAL FESTIVAL KEY PERFORMANCE INDICATORS

Performance Measure	Target	Actual
Production and Audiences		
Number of Commissions and Special Events working with leading international artists	18	22
No. of co-commissioning / co-producing partners	20	21
Audience survey rate performances as 'excellent' or 'very good'	80%	92%
Number of performances ⁱ	200	230
Number of Attendance ⁱⁱ	230,000	259,648
% audience from Greater Manchester	>50%	65%
% of audience from outside Greater Manchester	>35%	35%
% of tickets sold ⁱⁱⁱ	80%	89%
Economic Impact		
Economic Impact ^{iv}	£33m	£38.8m
Media coverage (estimated value) ^v	£22m	£27m
Income from non public sector sources	55%	66%
Direct employment & contracts	500 FTE	531
No of Suppliers from Greater Manchester	200	268
Social Impact		
MIF Creative Commissions	3	3
Engagement hours in creative learning projects	4,000	8145
Number of Volunteers	380	436
Paid internships	3	7
Work / Study placements	5	11
Environmental Impact		
Waste from Festival Square	<15% to landfill	9%
Reuse or Recycle sets / props	75%	95%

ⁱ No. of separate performances/exhibition days, etc, programmed by MIF.

ⁱⁱ Includes attendance at free and non-ticketed events

ⁱⁱⁱ Measured as % of tickets sold from available capacity. Available capacity = total capacity less tickets held aside for technical reasons and because of contractual obligations to press, artists, etc.

^{iv} Calculated independently by Morris Hargreaves McIntyre based on model developed by Cambridge Policy Consultants for the original 2006 Feasibility Study for the Festival.

^v Measured as advertising equivalent value of column inches/broadcast hours achieved. This excludes online coverage. All figures calculated at 2.5 x total.