

Manchester City Council Report for Resolution

Report To: Communities and Neighbourhoods Overview and Scrutiny
Committee – 18 October 2011
Executive – 26 October 2011

Subject: Manchester International Festival

Report of: Chief Executive

Summary

This report provides Members with a very positive picture of the outcomes of the evaluation of the Manchester International Festival 2011 and seeks approval to funding arrangements for the next Festival in July 2013.

Recommendations

Members are asked to:

- Note the substantial achievements of the 2011 Festival in overachieving its objectives, particularly in continuing to grow its international reputation and in engaging a wider cross section of local residents and in maintaining a significant level of private sector funding in the current economic climate.
- Recognise and support the importance of maintaining public sector funding commitments at 2011 levels in order to attract significant match funding from other public and private sector partners.
- Approve revenue support of £2m for Festival 2013, together with the underwriting of £0.5m subject to continuing support from other Public Sector partners, notably the Arts Council of England.

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 2011 Festival achieved an estimated economic impact value of £37.6m.
Reaching full potential in education and employment	The Festival increasingly works with schools, FE and HE institutions to maximise opportunities around employment creation and the recruitment of volunteers. 383 volunteers took part in the 2011 Festival along with 4007 creative learning education participants.
Individual and collective self esteem – mutual respect	An objective of the Festival is 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, improves the quality of life for people who live, work and study in the City.

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 £0.5m will be provisionally earmarked within the 2013/14 budget as underwriting for Festival 2013, subject to being able to secure funding from other public sector partners at a similar level to investment in the 2011 Festival. This is consistent with MCC future budget plans.

Financial Consequences – Capital

None

Contact Officers:

Name: Sir Howard Bernstein
Position: Chief Executive
Telephone: 0161 234 3006

Name: Richard Paver
Position: City Treasurer
Telephone: 0161 234 3564

Name: Vicky Rosin
Position: Deputy Chief Executive
Telephone: 0161 234 4051

Name: Fran Toms
Position: Head of Culture
Telephone: 0161 234 4256

Background documents (available for public inspection):

Report to Executive 10th September 2009 – Manchester International Festival 2009

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

1. Introduction

- 1.1 Executive Committee Members received a verbal update in September this year on the enormous perceived success of the 2011 Festival and the immediate impact the Festival had had on the city. The MIF team have now completed the final evaluation against agreed objectives and KPIs. The results of this evaluation are very positive, in particular in the increase in both participants and ticket sales. MIF also achieved significant success in sponsorship in a very challenging economic climate and without the historic funding from NWDA.

2. Background

- 2.1 In order to evaluate the 2011 Festival, MIF's Board requested that its executive write a detailed report examining MIF's performance in 2011 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:-

1/. Morris Hargreaves McIntyre was asked once again to analyse the economic impact of the Festival as well as to conduct an online audience survey of a sample of our ticket buyers and attenders.

2/. MIF commissioned independent consultant Graham Devlin to undertake a review of MIF's community engagement and creative learning programme.

In addition, MIF carried out a series of internal evaluations on particular projects and areas of the company's activity. The full evaluation report will be presented in draft form to MIF's board on 13 October 2011.

- 2.2 The following aims and objectives of the Festival were set for the 2011 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 2011

- 3.1 The table of KPIs showing performance against target is attached. As can be seen from this, MIF met 19 of its 21 indicators. There were shortfalls on 2 of the indicators:-

A/. (10) No of education sessions Target 500. Achieved 461.

This shortfall is explained by a redesign of the MIF Creative programme after the original KPIs were set. *The That Day We Sang* project for instance involved working with larger groups in fewer sessions than was originally envisaged. The fact that MIF comfortably exceeded the target for number of participants (4007 against a target of 1200) indicates the growing reach of the MIF Creative programme.

B/. (15) Value of sponsorship (incl VIK). Target £2.65 million. Achieved £2.38 million

MIF, along with most other arts organisations across the UK, continues to find it an extremely challenging sponsorship climate. It is therefore testament to the value placed on the Festival by the business community that MIF still achieved £2.37 million in sponsorship. It should also be noted that the shortfall in sponsorship was more than offset by significant increases in box office, co-commission and other income.

- 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.

The 2011 Festival has reinforced MIF's position as one of the leading festivals in the world. Once again the Festival was able to attract artists of undisputed international standing to create new work for Manchester; work which in many cases will go on to be seen around the world.

The profile and standing of MIF is further evidenced by the fact that it was able to pull together an impressive group of 14 international and national co-commissioners for the 2011 Festival. This level of co-commissioning and co-producing support represents a tangible and public endorsement of the artistic quality of the projects that MIF is setting out to deliver. The strength of this co-commissioning pool has further benefits to MIF and the City. Most of these partners will go on to present the works that premiered in Manchester, further raising the profile of the commission, the Festival and the city. In addition, this co-commissioning support for MIF's productions represents significant inward investment into the region. In 2011 this amounted to some £2.2 million, much of which is used to employ artists, technicians and other crafts people working in the region.

The increase in MIF's international co-commissioning support was accompanied by a strengthening of MIF's working relations with other arts organisations within the City. MIF was particularly delighted that Bridgewater Hall and Manchester Art Gallery became co-commissioning partners for the

first time, investing considerable levels of resource into the commissions they hosted. In total, MIF worked with 12 coproducing partners across the city region.

The 126% increase in international attendance from 2009 to 2011 is further evidence of the international standing of MIF. The Festival saw bookings from 51 different countries (compared to 33 in 2009).

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.

"I LOVE the International Festival. It's the most exciting event in the Manchester calendar. It's fantastic to be able to see world premieres and one off arts events in our city, plus I love the fact that it makes all my London friends jealous!" Audience Member

Attendance at the 2011 Festival grew by about 4% compared to 2009 - 231,598 in 2011 compared to 223,960 in 2009¹. The Pavilion's location in Albert Square, combined with the increased programme of activities on The Pavilion site, ensured that there was a lively hub for the Festival right in the heart of the city.

53% of the audience came from Greater Manchester, with 13% coming from elsewhere in NorthWest and **36% coming from the rest of UK and overseas**. 2011 also saw the Festival reaching new audiences with **64% of the audience as first time attenders** (compared to 56% in 2009).

MIF's audience satisfaction ratings held up very well. According to MHM's survey of attenders, 70% thought the quality of MIF events was 'excellent'. 82% thought the Festival represented either 'excellent' or 'reasonably good' value for money and 96% of those asked thought that they were either 'very likely' or 'quite likely' to attend the Festival in future, and to recommend it to others. 76% of those surveyed either 'strongly agreed' or 'agreed' with the statement that MIF offered 'a variety of events that appealed to a cross section of the population'

"It was a great cultural mix of events for everyone and every age group"
Audience Member

There is strong support for the way that the Festival is delivered, with 92% of those surveyed describing the quality of organisation of the Festival as either 'Excellent' or 'Reasonably Good' and 92% described the ease of getting information about the Festival as either 'Excellent' or 'Reasonably Good'.

The survey also indicated a strong perception of the significance of the Festival:-

¹ This compares like for like attendance over the 18 days of the festival period. It excludes from 2009 figures attendance at Leonard Cohen concert in 2008.

- 88% of those surveyed either 'agreed' or 'strongly agreed' with the statement that the Festival helps to make Manchester a world class cultural city
- 80% of those surveyed either 'agreed' or 'strongly agreed' with the statement that the Festival helps to make Manchester a better place to live work or study
- 67% agreed or strongly agreed that the Festival helped to build national links for the city and 75% agreed or strongly agreed that it helped to build international links

"It was such a fantastic event for Manchester. Made me very proud to be a Mancunian." Audience Member

"Fantastic to see such a high calibre of performer in home city" Audience Member

2011 saw further growth in the media coverage of festival – a **17% increase in the value of its media coverage to £23.3 million**. Please note that these figures exclude completely all online coverage.

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.

The **MIF Creative** programme, which was launched in 2008, continues to go from strength to strength, thanks to the support of the Calouste Gulbenkian Foundation, the Paul Hamlyn Foundation, the Esmee Fairburn Foundation, the Zochonis Charitable Trust and the Association of Greater Manchester Authorities.

MIF Creative shares MIF's principles of innovation, originality, internationalism and of developing high quality and inspiring cultural work. Its aim is to leave a legacy for the Festival by encouraging leading international artists and cultural practitioners to work with Mancunians of all ages and backgrounds to unlock their talent.

There were five MIF Creative commissions developed as part of the 2011 Festival:-

- i) That Day We Sang.** A new musical written and directed by Victoria Wood, which took as its starting point the Manchester Children's Choir of the 1920s. As part of this project, MIF worked in 4 schools in North Manchester – Crab Lane, Bowker Vale and Pike Fold Primary Schools and The Co-operative Academy of Manchester – to create a new Manchester Children's Choir which performed at the Opera House as part of the production.

"The demands made on the children to work hard and to deliver a professional performance at the Opera House was extremely positive.

*It encouraged them to take responsibility for themselves and helped them to develop a sense of pride in their work and for their contribution to the team as a whole.” Anna Flannagan, Choir Master, *That Day We Sang*.*

“I wanted to add how much we have enjoyed the opportunity of working with MIF, it has been a fantastic experience. I thoroughly enjoyed watching the children perform at the Opera House - it is a brilliant production.” Member of support staff, Crab Lane Primary School.

- ii) **Sacred Sites.** A partnership between MIF, the Faith Network for Manchester and five local faith communities - Manchester Reform Synagogue, Shree Radha Krishna Mandir, Gurdwara Sri Guru Harkrashan Sahib Ji, Manchester Central Mosque and New Testament Church of God. The communities each identified a leading international exponent of sacred music or chant and worked with MIF to present him or her in their venue. Running alongside this was a five part BBC Radio 3 series.

“It has been a unique project for the communities representing different faiths.” Kim Ghandi, Shree Radha Krishna Mandir.

“It’s a great pleasure to me, and to us in the community, to be able to have something so magical take place in our building and to be able to share it with the wider community.” David Hoffman, Manchester Reform Synagogue.

“I feel privileged, motivated and encouraged to know the festival is not an in-house event. It will bring the community into a place they don’t normally go” Diane Plummer, Praise Choir, New Testament Church of God.

“I think it’s very imaginative to have music staged in this way, in places of worship, where the music is appropriate for it. It makes for a fuller, richer experience I think. It was so beautifully delivered.” Audience Member, Manchester Reform Synagogue.

- iii) **Music Boxes.** A major new music project aimed at early years (6 months – 7 years) and their families and carers and developed in partnership with CBeebies. It combined a large scale public event sited at MediaCityUK and ran throughout the Festival, with research and development residencies in nurseries and early years’ centres across Greater Manchester and a training programme for emerging music leaders.

“I cannot believe the benefits it has had with both staff and children. Especially the children with challenging behaviour and children with severe visual impairment.” Melody Fierro, Asst. Head Teacher, *Music Boxes*.

"I thoroughly enjoyed the training. It provided me with ideas that I can explore within my classes. The mixture of theory and practice within the training days was well balanced." Karolina Romaniszyn-Tong, Early Years Participant, *Music Boxes*.

- iv) **Bjork: Biophilia Music School.** A week-long programme, delivered in partnership with the Museum of Science and Industry, giving young people in Manchester an opportunity to be the first in the world to explore Bjork's new music ideas and technologies and to develop their own compositional skills.

"Being involved with MIF projects has had a massive impact on music at Newall Green High School – it has given us an opportunity to work with artists that have genuinely inspired not only the students involved but also others at Newall Green. I hope to work with the Festival again in the future." Scott Challinor, Head of Music, Newall Green High School

"It has inspired me because I never knew you could make music in the way Bjork did. Thank you for that week Bjork, it was really good!" Pupil, Newall Green High School

- v) **Vertical Farm.** An ambitious new commission, launched at MIF 2011 and in development for MIF 2013. Over a three year period, MIF and a series of expert partners will work with local residents in Wythenshawe to turn a disused office block into an urban farm, exploring urgent issues of food security and sustainability in urban communities.

"Manchester has a heritage of making ideas work. We led the industrial revolution – why can't we lead an agricultural one?" Charlie Baker, URBED.

In total 4007 people took part in the 2011 MIF Creative programme (compared to 2683 people in 2009). The growing success of the MIF Creative programme has helped MIF become ever more rooted in Manchester.

A third of the 2011 Festival programme was free; giving as many opportunities as possible for local people to engage with the Festival, whatever their means. Free events included three major visual arts shows – John Gerrard's *Infinite Freedom Exercise, Projections* at the Whitworth Art Gallery and *11 Rooms* at the Manchester Art Gallery. Both the Whitworth and the MAG shows saw dramatic increases in attendance compared to the same period in 2010 (twice as many at the Whitworth and almost four times as many at MAG). Other free events include *Sacred Sites, Audio Obscura* and *Music Boxes*. Some 60,000 people attended these free events.

"I like the fact that there were more free events this year. When the festival first started I thought it was rather elitist as it only seemed to be using large and expensive venues." Audience Member

The Festival also increased participation through its volunteer programme. **383 volunteers joined the scheme (a 16% increase on 2009)**, and delivered the equivalent of 19,000 hours of labour (worth £286,800).

"I had the most amazing time and some of the best experiences. I can't wait to sign up again for 2013." 2011 Volunteer

"I want to thank you for the most amazing experiences I could possibly ask for but the English language has its limits and unfortunately I cannot express how much the Manchester International Festival has influenced me. All the things I've helped out with, learnt and seen have opened my eyes that much more to the world I want to work in, no, crave to work in. It lived up to all expectations- and surpassed them on every possibly level. I cannot thank you enough, 18 Extraordinary days at MIF, 1 Unforgettable experience." 2011 Volunteer

3.2.4 Objective 4

Ensuring that the Festival is a sustainable event – financially and environmentally.

Income and expenditure for the three Festivals to date breaks down as follows:-

INCOME	2007	%	2009	%	2011	%
	£ Million		£ Million		£ Million	
Manchester City Council	2.3	26%	2.2	23%	2.4	21%
Other public funding	1.4	16%	1.6	17%	2.0	18%
Sponsorship	3.3	38%	2.9	30%	2.4	21%
Other funding	0.5	6%	1.3	14%	2.9	26%
Ticket sales	1.3	15%	1.5	16%	1.6	14%
TOTAL	8.8		9.5		11.3	
EXPENDITURE						
Artistic programme	5.5	61%	6.2	67%	7.7	69%
Marketing & press	1.1	12%	1.2	13%	1.6	14%
Festival operations	2.4	27%	1.9	20%	1.9	17%
TOTAL	9.0		9.3		11.2	
BALANCE	-0.2		0.2		0.1	

The turnover of the Festival grew by 19% or some £1.7 million in 2011 compared to 2009. This growth was driven largely by 'other funding' and, in particular, by the growth in co-commission funding which grew from £720k in 2009 to £2.2 million in 2011. As in 2009, MIF managed to generate a small surplus which will be used to build reserves and provide some investment funds for future developments. The financial results for 2011 indicate that MIF is continuing to develop a diverse and stable financial base for the Festival. While public funding has remained stable at 40% of turnover, the leveraging impact of this public funding has grown dramatically. The stable support from both MCC and ACE has enabled MIF to grow its 'other funding' from 14% to

26% of turnover and both drive growth in the festival programme and offset the decline in commercial sponsorship. MIF believes that as its international profile grows, there will be opportunities for the Festival to grow new income streams through in future through national and international touring and special partnerships.

In the prevailing economic conditions, raising £2.4m in sponsorship is an impressive performance, especially given the demise of the NWDA, whom MIF has traditionally treated as a corporate sponsor. The Cooperative Group joined existing official sponsors PZ Cussons, NCP, Mint Hotel, Bruntwood and Manchester Airport Group at top tier. They were joined by a range of official supporters, official suppliers, corporate partners and corporate members.

One of the encouraging aspects of the growth in turnover from 2009 to 2011 has been the fact that MIF has managed to grow the % of its income going in to its artistic programme – from 67% in 2009 to 69% in 2011, while managing to reduce the % of its resources expended on Festival operations – from 20% in 2009 to 17% in 2011.

The role of the Festival as a driver in the city's economy continues to grow. Using the model prepared for the Festival at feasibility stage by Cambridge Policy Consultants, Morris Hargreaves McIntyre estimate that the 2011 Festival achieved an economic impact of £37.6m (compared to £35.7m in 2009).

The economic impact of MIF on the city is backed up by further data. Footfall in the City Centre was up on 2010:-

Weekly Footfall in key City Centre Locations in July 2010 and 2011								
Week	King Street		New Cathedral Street		Exchange Square		Market Street	
	2010	2011	2010	2011	2010	2011	2010	2011
27 (wk beg 27 June)	92,242	149,488	132,827	145,170	162,140	148,467	385,586	436,544
28 (wk beg 4 July)	89,019	165,096	131,809	139,221	144,326	142,019	353,574	360,780
29 (w beg 11 July)	87,892	187,280	121,945	135,384	146,632	137,420	351,856	377,927
30 (wk beg 18 July)	87,403	108,078	117,128	134,571	133,809	142,018	363,794	368,981
31 (w beg 25 July)	84,300	114,581	113,634	147,221	142,673	165,225	349,738	417,745
Total	440,856	724,523	617,343	701,567	729,580	735,149	1,804,548	1,961,977
Change 2010-2011	+66.3%		+13.6%		+0.7%		+8.7%	
Source: Springboard ATCM data								

There was also a marked increase in hotel occupancy rates, to over 80%, in July 2011 compared to July 2010 (on a base of over 4,000 rooms). Rates and yields also increased, the latter by over 10%.

Hotel Occupancy, Rates and Yield Manchester July 2010 and 2011			
	July 2010	July 2011	Change
Occupancy	76.0%	81.5%	+7.2%
Rate	£69.07	£71.24	+3.1%
Yield	£52.51	£59.06	+10.6%
Source: PKF Hotel Consultancy Services			

In addition, the Festival creates and sustains a significant number of jobs. 17 staff work for the Festival year round and a further 39 are contracted by the Festival for a minimum of 3 weeks during the Festival period. This total of 56 jobs does not however take into account the considerable number of people working as performers, stage managers or technicians on MIF commissions nor those people employed by venues and other suppliers working with the Festival.

The strength of the company overall has recently been acknowledged by The Daily Telegraph which included MIF in its recent list of top 1000 brightest businesses.²

3.6 Environmental Sustainability

MIF has continued to make notable progress in sustainable event management. In 2010, MIF became the **first international festival to be awarded the new British Standard in Sustainable Event Management, BS 8901**, and was the recipient of *Greater Manchester's Sustainable Tourism Award*. MIF has been cited as a model of good practice in books and publications including *Making Events More Sustainable: A Guide to BS 8901 (Published Nov 2010: BSI)* and *The Complete Guide to Greener Meetings and Events (Published Sept 2011: Wiley Events)*.

MIF also made practical progress in environmental sustainability at the 2011 Festival. Two key areas of work were identified - minimising waste and improving awareness of sustainable aims – and three challenging targets were set. Helen Taylor was appointed on secondment from Manchester City Council to support the MIF team in reviewing progress against these targets. Key achievements included just 21% of waste created on Festival Square being sent to landfill (against a target of no more than 25%)

To support the development of city-wide leadership and support for sustainable event management, in March 2011 MIF secured funding from Arts Council England to establish a 1-year programme bringing cultural

² Telegraph 1000 : Britain's Brightest Businesses. A celebration of the 1,000 mid-sized companies which have weathered the economic storm and are set to be the foundation of the UK's recovery. 22/09/2011.

organisations together to share knowledge and to develop strong and sustainable working practices. Facilitated by Julie's Bicycle, and supported by Renaissance North West, the programme runs until March 2012 and brings together over 25 local arts organisations in regular meetings to share and develop new learning.

4. Future Planning

- 4.1 The evidence suggests that the Festival has managed to build on the considerable gains made in 2009. The quality of its commissions has improved again and this in turn has generated larger audiences and more local, national and international profile. At the same time it has deepened its roots in the community through its MIF Creative projects and its extensive volunteering programme. All the data indicates that it has clearly met the aims and objectives that it set for itself.

As in 2009, it remains clear that the success of the Festival is built on its distinctive commissioning model. This model has enabled the Festival to generate significant additional resources and in tough economic times has allowed the Festival to continue to grow and to develop a burgeoning international reputation for innovation and excellence. The executive and board of MIF will look to build on the strength of MIF's performance to date to explore the possibility of a range of initiatives which will both develop new income streams for the Festival as well as enhancing the cultural offer in Manchester.

- 4.2 While the performance of the Festival has been impressive in developing new income streams, it remains the strong conviction of the executive and board of MIF that it has been the steadfast support of the City Council and the Arts Council during these extremely difficult times, that has enabled the Festival to move forward. The continued flourishing of the Festival is predicated on the continued support to its two public sector partners. To that end the recent award of three year National Portfolio Organisation funding by ACE to MIF is extremely welcome.

5. 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 2011 Festival achieved an economic impact value of £37.6m

(b) Reaching full potential in education and employment

The Festival increasingly works with schools, FE and HE institutions to maximise opportunities around employment creation and the recruitment of volunteers.

(c) Individual and collective self esteem – mutual respect

An objective of the Festival is 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, improves the quality of life for people who live, work and study in the City.

6.0 Key Policies and Considerations

(a) Equal Opportunities

The Festival aims to provide a range of opportunities for participation by local people such as MIF Creative and large scale family focused spectacular events. Free and discounted ticketing and audience access programmes provide opportunities for people across the City who have limited access to arts events.

(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.

2011 MANCHESTER INTERNATIONAL FESTIVAL KEY PERFORMANCE INDICATORS

	2011 Target	2011 Actual
1) No. of new commissions	20	20
2) No of performances (i)	200	213
3) No. of national/international co-commissioning/producing partners	8	14
4) No of local co-producing partners	6	12
5) No of attenders (ii)	225,000	231,598
6) % of tickets sold (iii)	80%	80%
7) % of tickets from outside North West (iv)	25%	35%
8) No of international attenders (v)	1300	2914
9) % of tickets from SOA areas (vi)	4%	4%
10) No. of education sessions	500	461
11) No. of education participants	1200	4007
12) Value of press coverage (vii)	£15m	£23.3m
13) Local TV & radio Total hours	40	52
National TV & radio Total hours	10	14
15) Value of earned income		
a) sponsorship (incl VIK)	£2,650,000	£2,374,702
b) box office	£1,000,000	£1,645,149
c) co-commission (viii)	£750,000	£2,228,025
d) other (ix)	£500,000	£618,082
16) No of jobs created/maintained:-		
Permanent (x)	15	17
Temporary (xi)	29	39
Total	44	56
17) No of volunteers (xii)	300	383
18) Value of volunteers time (xiii)	£225,000	£286,800
19) Economic Impact (xiv)	£28m*	£37.6m

FOOTNOTES

- i** No. of separate performances/exhibition days, etc, programmed by MIF.
- ii** Includes attendance at free & 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** Northwest defined as NWDA region.
- v** Includes both tickets sold to credit card holders with non-UK postcodes as well as international delegates.
- vi** SOA = Super Output Areas in Manchester as defined by 2004 Multiple Deprivation Indices

- vii** Measured as advertising equivalent value of column inches/broadcast hours achieved. This excludes online coverage. AEV calculated at 2.5 x total.
- viii** Includes special commissions for MediacityUK and London 2012
- ix** Includes trusts and foundations, individual giving and other earned income
- x** Includes all staff working year round for MIF including full-time, part-time and contract staff.
- xi** Includes all paid staff directly contracted by MIF for 3 weeks or more - including full-time, part-time & contract staff.
- xii** Excludes staff specifically employed to work on shows.
No. of people who took part in MIF volunteers programme for at least 8 hours.
- xiii** Figures measured using Heritage Lottery Fund guidelines of £150 per day for roles requiring prior skills or knowledge & £50 per day for unskilled roles.
- xiv** Calculated independently by Morris Hargreaves McIntyre based on model developed by Cambridge Policy Consultants for the original 2006 Feasibility Study for the Festival.