

**Manchester City Council
Report for Resolution**

Report to: Neighbourhoods Scrutiny Committee – 15 October 2013
Executive – 23 October 2013

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 2013 and seeks approval to funding arrangements for the next Festival in July 2015.

Recommendations

Members are asked to:

1. Note the substantial achievements of the 2013 Festival in overachieving its objectives, particularly in continuing to grow its international reputation, in engaging a wide cross section of local residents and in increasing the level of private sector funding in the current economic climate.
2. Recognise and support the importance of maintaining public sector funding commitments at 2013 levels in order to attract significant match funding from other public and private sector partners.
3. Approve revenue support of £2m for Festival 2015, 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, drawing in tourists and attracting inward investment by positioning the City as an international centre for culture. The 2013 Festival achieved an estimated economic impact value of £38m.

Reaching full potential in education and employment	The Festival increasingly works to maximise opportunities around employment creation and the recruitment of volunteers. 58 people were directly employed by MIF, 527 people were contracted to work and 405 volunteers took part in supporting the 2013 Festival. There were over 6000 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 and enabling residents to access and participate in cultural events at discounted rates.
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 £500k is provided in an earmarked reserve which can be drawn down every other year and provides underwriting for Festival 2015, subject to being able to secure funding from other public sector partners at a similar level to investment in the 2013 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

1. Introduction

- 1.1 The Manchester International Festival (MIF) team have completed the evaluation of the 2013 Festival against agreed objectives and KPIs. The results of this evaluation are very positive, in particular the increase in overall attendance along with continued high audience satisfaction levels with 96% rating the Festival good or excellent. MIF also achieved unprecedented success in attracting non-public investment, which has increased both in real terms (leveraging £6.5m this year compared to £5.3m in 2011) and as a proportion of the overall cost (up from 47% in 2011 to 54% this year).
- 1.2 MIF 2013 was the fourth 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.
- 1.3 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 now enjoys a level of business and third party support without precedent for similar festivals in the UK or in Europe. The analysis for the 2013 Festival shows that while public investment remained at the same level as in 2011, growth and additional value captured was funded entirely by third party investment, an unusual and outstanding outcome given the fiscal restraints which have affected all sectors.

2. Background

- 2.1 In order to evaluate the 2013 Festival, MIF's Board requested that its executive prepare a detailed report examining MIF's performance in 2013 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 once again requested to analyse the economic impact of the Festival and to conduct an online audience survey of a sample of our ticket buyers and attendees.

2. MIF commissioned independent consultant Sally Fort to undertake a review of MIF's community engagement and creative learning programme.

2.2 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 to MIF's Board in draft form on 04 Dec 2013.

2.3 The following aims and objectives of the Festival were set for the 2013 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 2013

3.1 The table of KPIs showing performance against target is attached as Appendix 1, demonstrating that MIF successfully met or exceeded all of its 19 indicators.

Analysis by objective

3.2 **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.**

"Manchester is probably the most radical and important arts festival today, and if the participants are from familiar quarters they're not doing familiar things." **Sasha Frere-Jones, The New Yorker, July 2013**

"It's the combination of global daring and local investigation that has made the Manchester International Festival so indispensable. It mines the city, recovering its stories and finding out exceptional spaces in which to tell them." **Susannah Clapp, The Observer, July 2013**

"Excellent venues with inspiring events in a world-class city!"

- **MIF13 Audience Member**

The 2013 Manchester International Festival has strengthened its reputation as one of the leading global arts events, bringing artists of the highest calibre and standing to the city to create world premieres and special events in Manchester. Among the artists participating in the 2013 Festival were Abida Parveen, Sir

Kenneth Branagh, Martha Argerich, Massive Attack, Adam Curtis, Goldfrapp, The xx, , Tino Sehgal, Robert Wilson, Willem Dafoe, Mikhail Baryshnikov, Peter Sellars, and many more. Performers and contributors from the Manchester region included Maxine Peake, Dave Haslam, Josie Rourke and the bands Delphic and Money.

The 2013 Festival worked with a total of 23 co-commissioning and co-producing partners, evidencing MIF's international reputation and reach. As well as bringing significant inward investment into the City, which is used to employ artists, technicians and producers, along with wardrobe and makeup teams working in the region, these strong working relationships will continue to deliver future benefits. Many of the works that made their debuts in Manchester will go on to be presented by partner organisations, continuing to raise the profile of MIF and Manchester as they travel around the world.

Relationships with regional cultural organisations continue to grow in strength, bringing shared dividends to the Festival and to the local cultural ecology. These included partnerships with Manchester Art Gallery, Whitworth Art Gallery and Zion Arts.

As an access initiative, 5% of all tickets on sale were offered to Greater Manchester residents on lower incomes at just £12, including top price tickets for each show, and 90% of these tickets were sold. In addition, over 3,200 tickets were sold at concessionary prices, 6% of the total tickets sold. Across the whole Festival, 14 events were priced at £15 or less and 28% of all tickets sold were for these events.

Co-commissioning and co-producing partners for MIF13 included: Crying Out Loud; deSingel, Antwerp; Documenta (13); Donmar Warehouse; Festival d'Automne a Paris; Independent Curators International (ICI); Juice Festival; LOD music theatre; Manchester Art Gallery; Norwich and Norfolk Festival; National Theatre (NT) Live; Park Avenue Armory; Perm State Opera and Ballet Theatre; Royal Exchange Theatre; Ruhrtriennale International Festival of the Arts; Salford City Council; SB.TV; Spoleto Festival dei 2Mondi; Theatre de la Ville-Paris; Whitworth Art Gallery; ZEVEN.

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

Attendance at the 2013 Festival grew by 3.5% compared to 2011, with a total of 246,820 in comparison to 231,598. The proportion of bookers from Greater Manchester increased to 60%, with a further 12% from the North West and 28% travelling from the rest of the UK and overseas. The Festival continued to engage new audiences, with half of all audience members surveyed reporting that they had attended an MIF event for the first time in 2013.

Audience satisfaction ratings for the Festival continue to be highly positive, with **96% rating the quality of events as either 'excellent' or 'good'**, and the same proportion (96%) reporting that they would be 'very likely' or 'quite likely' to attend the Festival in the future and to recommend the Festival to others. Strong trust in

the way the Festival is delivered continues, with 91% 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 67% of visitors to the Festival in 2013, with an attractive and lively entertainment and hospitality offering ensuring a hive of activity in the heart of the city for the full 18 days of the Festival, helped by a run of exceptionally good weather.

90% 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% also reported that they would experiment with new types of art events following their attendance of the Festival.

"You always put on such ground-breaking and fantastic events it makes me proud to be from Manchester. The whole city spends a couple of weeks on a festival high and I just love it!" **MIF13 Audience member**

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

- **91% either agreed or strongly agreed with the statement that the Festival helps to make Manchester a world class cultural city.**
- 67% agreed or strongly agreed that the Festival builds national links for the city and 68% agreed or strongly agreed that it builds international links
- 83% 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, and the focus on introducing and experiencing new work was acknowledged and appreciated by the audience.

94% of those surveyed agreed or strongly agreed that Manchester International Festival lived up to its name of introducing original new work, while 93% of respondents agreed or strongly agreed that the Festival supports perceptions of Manchester as a place open to new ideas and innovation.

"I love the fact that it's a festival of firsts – makes me proud to be a Greater Mancunian." **MIF13 Audience member**

"The Festival really did cater for people from all walks of life, and also introduced them to new ideas and ways of thinking" **MIF13 Audience member**

"What makes the Festival so much more interesting than any other events of its kind is that the organisers exploit the tendency in contemporary culture to blur boundaries between contemporary art, music, performance, dance and daily life."
Richard Dormant, Daily Telegraph, July 2013

There was strong support for the Festival's contribution to attracting visitors from outside the region to visit Manchester. **87% of audience members agreed or strongly agreed that the Festival builds Manchester as a city break destination, encouraging tourists.**

"....there is only one sensible thing to do: get on a train to Manchester. The Manchester International Festival is a wondrous thing....." **Moira Jeffrey, The Scotsman, July 2013**

"As a first time visitor (from Denmark) to MIF I must say I was pleasantly surprised with how well everything was organized. The staff/volunteers acted very professionally and were very polite and helpful. All in all a very positive experience... even though Manchester to me seems like a large city, you still managed to create the perfect festival atmosphere that you normally meet in smaller cities." **MIF13 Audience member**

Media coverage of the Festival grew in 2013 – **a 12% increase, in comparison to MIF11, in the value of its media coverage to £26 million.**

Extensive preview and review coverage ran in print outlets locally and nationally, in outlets as diverse as The Guardian, Wired Magazine, Stylist, Manchester Evening News, Intelligent Life and The Sun. Broadcast coverage was wide-ranging and included MIF specials from Radio 4's Front Row and Saturday Review, Radio 3 In Tune, several features on Radio 4's Today Programme, MIF specials from The Review show and The Culture Show, Alex Kingston on The One Show and a broadcast of 6 Music's Radcliffe and Maconie show live from Festival Square, plus daily news items on BBC Radio Manchester and North West Tonight. MIF attracted a large number of international arts correspondents, with coverage appearing in titles including the New York Times and the International Herald Tribune, China's Vision magazine, French/German broadcaster ARTE, the New Yorker, Liberation, Monopol, LA Times, Suddeutsche Zeitung and more.

The AVE figures exclude completely all online coverage, which was also up by more than 50%, with over 1400 online pieces of coverage in June and July 2013 alone.

It's worth noting that in conjunction with the National Theatre, Sir Kenneth Branagh's Macbeth was filmed and relayed live to an audience of over 5000 in Manchester during the Festival and then subsequently to audiences of over 100,000 worldwide.

3.4 **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 third edition of the **MIF Creative** programme continued to bring leading artists and thinkers together with local people to create extraordinary experiences during the Festival. Its long term aim is to engage with Mancunians of all ages and backgrounds to unlock their talent and ensure that MIF leaves a lasting local legacy. Over 6000 hours of engagement with the MIF Creative programme were recorded this year.

The programme continued to attract significant support from private charitable Trusts and Foundations such as the Calouste Gulbenkian, Esmeé Fairbairn, Paul Hamlyn and PRS for Music Foundations; the Zochonis Charitable Trust and the People's Postcode Lottery. This significant external investment into the city region enables **MIF Creative** to imagine and deliver projects that are both international in their scope and ambition as well as having an impact on the local communities involved.

Three major MIF Creative commissions were developed for the 2013 Festival:-

i/. Sacred Sounds. Seventy-five women from faith communities across the city-region - including Buddhist, Christian, Hindu, Jewish, Muslim and Sikh – came together to learn and perform a new composition written for them by celebrated UK composer Sir John Tavener. Technically challenging and spiritually profound, the piece brought the choir together around a shared goal, an opportunity to perform at the highest level and an intense music development experience. The project culminated in the world premiere accompanied by the BBC Philharmonic Orchestra as part of an evening of Tavener's work which also saw the choir perform with acclaimed Sufi singer Abida Parveen, recorded by BBC Radio 3 for later broadcast. Alongside this, the choir performed a concert of music from across a range of faiths.

*"I think I finally get why Tavener wrote **If Ye Love Me** for us. being in that amazing choir the other night I looked around and understood how we are truly celebrating our differences and how the importance of this is reflected in the dissonance.....now I am truly in awe of him. Please remember I have no musical or singing background it's like entering a new world.....and it's amazing." **MIF13 Choir member***

*'Very occasionally a performance is so special that the audience feels reluctant to shatter the moment which hangs in the air between them and the musicians with something as profane as applause. So it was at the concert of music by Sir John Tavener at the Manchester International Festival – a great Festival triumph' **The Independent** *****

'It was an inspired Manchester International Festival initiative to devote a concert to the work of Sir John Tavener as he approaches his 70th birthday. Not only that, but the programme featured three world premieres, including a choral piece specially commissioned for the MIF Sacred Voices, made up of 70 women

*from all faiths and none. The concert was an exhilarating and illuminating Tavener trail – just the sort of event the MIF can bring off while also involving the community.’ **The Arts Desk *******

*“The choir became a tool for growth and transformation. By taking people outside their everyday pressures, it brought a richer level of wellbeing to participants whilst singing, and carrying on that positivity when they left the sessions back into their home lives.” **Sally Fort, Independent Evaluator***

ii/. Once Upon a Story. Leading Belgian theatre director, Inne Goris, returned to MIF (after premiering *Daydream* at MIF 2011’s *Music Boxes*) to deliver a new programme of work for schools and young people from across Greater Manchester. Over 18 days, four performances were delivered for ages three to twenty-five and attended by 3500 young people and families, including from thirty-one local schools. **Carter Shuttleworth-Parkisson**, a 10-year-old boy from Royton, Oldham was chosen to record the voiceover for the UK premiere of *Long Grass* – meaning a trip over to Brussels and into the recording studio with Inne – Carter’s first ever trip abroad. *ZigZag ZigZag* – a story that explores the friendship and adventures of 12-year-old boys Nono and Chaim – received its world première on 4 July at Crossacres Primary School, Wythenshawe, before travelling to schools across all 10 Greater Manchester boroughs to surprise the school days and invade the classrooms of close to 600 young people. Working with local arts officers these performances were targeted to offer opportunities to schools in areas with lower arts engagement, helping to introduce and inspire pupils with new experiences in the arts.

*“I was amazed that such a powerful and varied physical performance was able to be performed in the classroom space. The majority of children in our school come from significantly disadvantaged backgrounds. It is really important for their cultural development for them to be made aware of the opportunities that the arts can offer to them.” **Pat Adams, Headteacher, Crab Lane Primary School***

*“My family were astounded by the tone and expression in Carter’s voice in *Long Grass*. I do feel that Inne has put together a whole body experience that makes everyone who sees it think a little more about the wider world. Thank you so much for the experience and opportunity you and Inne have given Carter by working with him. He has been telling everyone of his time in Brussels and shall remember this for the rest of his life.” **Karen Shuttleworth, Royton, Oldham***

iii/. The Biospheric Project. An ambitious legacy project for MIF Creative, The Biospheric Project has seen a disused three-storey mill in Salford transformed into a thriving urban farm, research centre and community food hub. The project saw MIF and a range of critical partners - including Siemens and BDP – supporting a group of young researchers and volunteers to create new experiments into sustainable city living – developing their ideas and organisational skills, capacity and networks to continue running the project well after the end of MIF 2013 and into the future.

The project launched at MIF 2013 with a public programme of over 50 events and 2500 attendees visiting the site for tours, talks, workshops and schools and family activities. It was featured in local, national and international media including in the USA and Germany.

“This groundbreaking urban farm experiment set up in Irwell House, a disused former printworks on East Philip Street, Salford, looks set to be one of the stars of the 2013 Festival ... and its farm shop, 78 Steps (now that’s what we call sustainability), a valuable legacy for the local community.” **Manchester Confidential, July 2013**

“The project has raised the quality of life in local people by raising their aspirations, having good volunteering opportunities, and the training that’s been delivered through the Festival” **Georgina Neild, Salix Homes, Salford.**

“My Yr 3 pupils and teachers are buzzing! They LOVED their trip and thought that the project was amazing! Everyone I have spoken to have said that they did not want to leave! I just wanted to pass on my thanks and congratulations - I think you have all done an outstanding job and you certainly have inspired the children who visited you today!” **Lower Kersal Community Primary School**

The Biospheric Project evolved out of MIF 2011’s Vertical Farm commission when feasibility studies for the original site in Wythenshawe were shown to be unworkable. Having established good relationships with partners in Wythenshawe, MIF coordinated and supported the successful development of a £1million bid for funding from the BIG Lottery to establish Real Food Wythenshawe. This represented the largest community grant ever awarded by BIG Lottery to Greater Manchester and the project is being taken forward by local partners for delivery.

MIF’s commitment to supporting local creative skills is further evidenced by **MIF Learning** – a series of other learning and development opportunities whereby MIF engages with local communities to support skills and creative development. Examples include:

- **Alison Goldfrapp** in conversation with students of the Royal Northern College of Music;
- **Jamal Edwards** visiting Z-Arts Sat’day Allsorts project to engage with local young music makers;
- **Collaboration with students** of Manchester Metropolitan University on interior and exterior design of Festival Square;
- **Internships** and **work placements** in a range of areas including finance & admin, marketing and digital development, design, lighting design and direction;
- **Presentations** at local colleges and Universities;
- **Backstage tours** of Kenneth Branagh’s *Macbeth* for residents of Northwards Housing in Ancoats.

In addition to thousands as audiences, 2450 people were active participants in the 2013 MIF Creative and MIF Learning programmes – boosting local engagement and participation in MIF and helping the Festival to become more rooted in Manchester and the city region. There was a total of 6031 engagement hours in creative learning projects.

Additionally, 30% of the 2013 Festival programme was free; giving as many opportunities as possible for local people to engage with the Festival whatever their means. Free events included Nikhil Chopra's *Coal on Cotton* at the Whitworth Art Gallery, the major group art show *do it 20 13* at Manchester Art Gallery, tours, talks and workshops at *The Biospheric Project*, Inne Goris's show for younger children, *Daydream*, and the programme of live art at Mayfield Depot, including Tino Sehgal's *This Variation*. Other free events included a new outdoor acoustic stage, DJs at Festival Square, and a debate hosted by Evan Davies at the Albert Hall. Free events were attended by over 50,000 people, in addition to the 125,000 people who visited Festival Square.

A new initiative for the 2013 Festival saw 5% of tickets for all events being made available to Greater Manchester residents on lower incomes at £12 each, helping to make the full range of MIF events accessible to all members of local communities. The £12 tickets were included for all events including Kenneth Branagh's *Macbeth* (full price £65), and Abida Parveen in concert (full price up to £75). The £12 tickets were offered partly through MCC's and MIF's contacts with groups in Council Wards across the city. 90% of the tickets available under this scheme were purchased.

"Without the £12 Greater Manchester ticket fee I wouldn't been able to access many events." **MIF13 Audience member**

"My unwaged son was lucky to be able to get a £12 ticket to see The xx." **MIF13 Audience member**

The Festival also increased participation through its volunteer programme. **405 volunteers joined the scheme**, and delivered the equivalent of over 15,000 hours of labour (worth an estimated £225,000).

"Just loved the whole experience and cannot wait to do it again. Plus I now volunteer for other organisations too." **MIF13 Volunteer**

"Each time, each shift, every task were intense because of the incredible atmosphere that the Festival gave to Manchester. All those smiling people enjoying an absolutely unique massive event and me, as a volunteer, being part of it. What an amazing feeling! 18 surprising, breathtaking days which left an absolutely positive mark on me. That's what stands out as a memorable moment in my life." **MIF13 Volunteer**

3.5 Objective 4 - Ensuring that the Festival is a sustainable event – financially and environmentally.

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

INCOME	2009	%	2011	%	2013	%
	£ Million		£ Million		£ Million	
Manchester City Council	2.2	23%	2.4	21%	2.5	21%
Other public funding	1.6	17%	2.0	18%	1.5	13%
Sponsorship	2.9	30%	2.4	21%	3.0	25%
Other funding	1.3	14%	2.9	26%	3.5	29%
Ticket sales	1.5	16%	1.6	14%	1.4	12%
TOTAL	9.5		11.3		11.9	
EXPENDITURE						
Artistic programme	6.2	67%	7.7	69%	7.9	67%
Marketing & press	1.2	13%	1.6	14%	1.6	13%
Festival operations	1.9	20%	1.9	17%	2.4	20%
TOTAL	9.3		11.2		11.9	
BALANCE	0.2		0.1		0	

The turnover of the Festival grew by 5% or £0.6 million in 2013 compared to 2011. This increase was driven largely by the continuing growth in co-commissioning and associated touring funding which grew from £2.2m in 2011 to £2.5 million in 2013 but which also resulted in increased operational costs.

MIF has continued to develop the financial base of the Festival: public funding has reduced to 34% of turnover whilst leveraged funding has continued to grow: total sponsorship is now up to 25% and the Festival this year generated 66% of its total income from non-public sector sources, up from 61% in 2011.

INCOME BREAKDOWN	2009	%	2011	%	2013	%
	£ Million		£ Million		£ Million	
Public sector income	3.8	40%	4.4	39%	4.0	34%
Non-public sector income	5.7	60%	6.9	61%	7.9	66%
Total	9.5		11.3		11.9	

Ticket sales were down slightly in monetary terms due to the fact that, across the whole Festival, 14 events were priced at £15 or less and 28% of all tickets sold were for these events. In terms of numbers of people, over 5000 saw the Macbeth Relay alone for just £8 per head. Also, for the first time, 5% of all tickets were offered at just £12 to those on lower incomes regardless of the full ticket price.

In addition, over 3,200 tickets were sold at concessionary prices, amounting to 6% of the total tickets sold.

With stable financial support from MCC and ACE, MIF has been able to grow its other funding sources, mostly through co-commissioning and touring, from 26% to 29% of turnover and both drive growth in the festival programme. Opportunities for the Festival to grow new income streams through further national and international touring are developing and will show even more income in future.

In the prevailing economic conditions, raising just under £3m in total sponsorship of various kinds, an increase of 8% in real terms on 2011, is an impressive performance. The top tier sponsors included the Cooperative Group, PZ Cussons, NCP, Doubletree Hotel, Bruntwood and Manchester Airport Group. They were joined by a range of official supporters, official suppliers, corporate partners and corporate members along with a number of trusts & foundations and individual givers.

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 2013 Festival achieved an economic impact of £38m (compared to £37.6m in 2011).

In addition, the Festival creates and sustains a significant number of jobs. 20 staff work for the Festival all year round and a further 38 are contracted by the Festival for a minimum of 3 weeks during the Festival period. In addition, MIF contracted a further 520 people who worked as performers, stage managers, front of house or technicians on MIF commissions. 262 suppliers from the Manchester city region also supported the Festival.

4. Environmental Sustainability

- 4.1 MIF has continued to make notable progress in sustainable event management. In 2013, MIF was 2nd Level certified as ISO20121 – following the BS8901 certification in 2010. MIF has also maintained its relationship with other key cultural organisations across the City. MAST (Manchester Arts Sustainable Team) still meets regularly, despite having its funding cut – partners now pay to become members of the group, proving that ideas sharing and collaboration is recognised as best practice across the City.
- 4.2 Key areas of work were identified and targets set against them for the 2013 Festival. All were achieved, including only 1% of waste from Festival Square being sent to landfill following separation of waste at Enterprise's plant, and an improvement in the public's awareness of our aims – 50% of those surveyed were aware that one of the aims of the Festival was to be sustainable.

5. Future Planning

- 5.1 The evidence suggests that the Festival has managed to build on the considerable gains made in 2011. 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.
- 5.2 As in 2009 and 2011, 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.
- 5.3 After four Festivals, MIF is now in a strong position since its artistic reputation is based on excellence across a wide range of artforms. It can now commission and present almost any style of work of any size in any venue, established or found, which will allow the Festival to continue to be at the cutting edge and Manchester to continue being an international leader in innovation through the arts.
- 5.4 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.
- 5.5 While the performance of the Festival has been impressive in leveraging in third party funds and developing new income streams, the executive and Board of MIF remain convinced 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 of its two public sector partners.

6. 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, drawing in tourists and attracting inward investment by positioning the City as an international centre for culture. The 2013 Festival achieved an economic impact value of £38m.

(b) Reaching full potential in education and employment

The Festival increasingly works to maximise opportunities around employment creation and the recruitment of volunteers. 58 people were directly employed by MIF, 527 people were contracted to work and 405 volunteers took part in

supporting the 2013 Festival. There were over 6000 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 and enabling residents to access and participate in cultural events at discounted rates.

(d) Neighbourhood 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.

7. 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 2013 Festival, the MIF team introduced a new £12 ticket scheme for residents of Greater Manchester on lower incomes.

(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.

2013 MANCHESTER INTERNATIONAL FESTIVAL KEY PERFORMANCE INDICATORS

KPI	TARGET	ACTUAL
1) No of new commissions working with leading international artists	16	18
2) No. of co-commissioning / co-producing partners	18	23
3) % of audience survey rating performance 'excellent' or 'good'	75%	96%
4) No. of performances ⁱ	200	314
5) % of audience from Greater Manchester	At least 50%	60%
6) % of audience from outside Greater Manchester	At least 35%	40%
7) No of attendees ⁱⁱ	225,000	246,820
8) % of tickets sold ⁱⁱⁱ	80%	88%
9) Value of press coverage ^{iv}	£20m	£26m
10)No of media partners	2	3
11)No of MIF Creative commissions	3	3
12)Engagement hours in creative learning projects	4,000	6,031
13)No of volunteers	330	405
14) % income from non public sector sources	55%	66%
15)% of waste from Festival Square to landfill ^v	25%	1%
16)% of sets/props from MIF13 shows reused or recycled	75%	92%
17)Economic Impact ^{vi}	£30m	£38m
18)No of people contracted to work on the Festival	500	585
19)No of suppliers from Greater Manchester	200	251

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

^v Figure supplied by Enterprise Manchester following sorting of Festival Square waste at their plant

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