

## EXETER CITY COUNCIL

### SCRUTINY COMMITTEE – ECONOMY 6<sup>th</sup> SEPTEMBER 2012

#### ANNUAL ARTS AND EVENTS REVIEW 2012

#### 1.0 PURPOSE OF REPORT

- 1.1 To review and report back on the performance of the festivals and events portfolio which comprises Exeter Open Studios in 2011 and in 2012 Animated Exeter, Vibraphonic, Respect, and Exeter Torch Relay.

#### 2.0 BACKGROUND

- 2.1 The City has and continues to support a number of arts related festivals and events as part of its year round programme. Exeter Open Studios, Animated Exeter, Vibraphonic and Exeter Respect are grant aided by the City Council and are run at arms length either by independent companies and voluntary management boards.
- 2.2. Each festival, while serving specific target audiences or genres, has key themes or characteristics that link back into the strategic priorities of the Exeter Vision and the Arts and Media Strategy 2009 – 2012 as follows:
- to develop and strengthen the arts and media infrastructure and support and encourage innovation and creative production in the City
  - to develop further the City's portfolio of Arts and Media Festivals and explore opportunities to create a festival of regional/national significance
  - to support creative industries growth and development
  - to develop access to arts programmes and opportunities within community settings to encourage greater participation and involvement with the arts and media by residents of Exeter
  - to work in partnership with relevant agencies and partners to provide more opportunities for people from diverse backgrounds, and in particular young people, to engage in arts education and learning programmes.

- 2.3 The budget for delivering Festivals and Events was reduced in February 2011 as part of the City Council's overall budgets savings for 2011/12. As a result both the Exeter Summer and the Exeter Autumn Festival have not happened since 2010. At its meeting on 9 June 2011 the Scrutiny Committee agreed to support the delivery of an interim programme of summer events called Summer in the City.

#### 3.0 PROGRAMME AUTUMN 2011 – SUMMER 2012

- 3.1 The following section summarises the key characteristics of each of the festivals:

##### **Exeter Open Studios 2011:**

- an artist led event, with support from City Council officers, which opened studios and exhibitions of city based artists to the public on 4 – 6 November 2011.

##### **Animated Exeter 2012:**

- operated by an independent company with financial and City

- Council officer support
- promoted Exeter as a learning city – providing access and learning opportunities in new technologies especially for young people
- helped to develop creative industries – showcasing and supporting the work and training needs of local film and media artists and companies.

#### **Vibrasonic 2012 :**

- an annual festival, operated externally to the Council, attracting both audiences to a range of diverse urban and non mainstream music
- run with a wide variety of venues and spaces to encourage the development of promoters, artists, and new audiences

#### **Exeter Welcoming the Olympic Torch Relay and Evening Community Celebration May 2012:**

A one off event led by the Arts and Events Team

- working with the City's voluntary Sports and Arts and Business Sectors to produce a day of free inclusive activity on sites across the city
- with LOCOG (London Organising Committee of the Olympic Games) to
  - produce a major free ticketed event on Cathedral Green to welcome the Olympic Flame into the city
  - to create a media opportunity the following morning as the Olympic Flame left the city

#### **Exeter Respect**

- a community led two day outdoor, free festival with music, children's activities, and stalls targeted at Exeter's diverse communities with council officer and financial support.

#### **Red Ball and Sacrilege**

- two one-off public art installations visiting the city as part of the Cultural Olympiad programme.

#### **Ignite Festival of Theatre**

- working in partnership with the BikeShed Theatre and Exeter Northcott, Phoenix, Barnfield and Cygnet Theatres to produce a fringe theatre festival held between 25 June – 7 July.

#### **Kaleider**

- successful applicant for the three year Arts Council strategic funding for Theatre in Exeter.

#### **Bandstand Marathon**

- a one off event on 9 September, on Exeter Quay representing Exeter's contribution to the National Bandstand Marathon, a Cultural Olympiad event that brings live music to bandstands across the country on the closing day of the Olympics.

3.2 A more detailed review of work is presented in Appendix 1 and a specific report for Animated Exeter in Appendix 2.

## **4.0 WAY FORWARD**

4.1 **Arts and Events Budget:** 2012 is the first year, in which there has not been a major Summer programme or festival produced by the City Council, following the Council's difficult decision to no longer deliver the Summer and Autumn Festivals. However, in 2012 the programme was

replaced by the City's massive contribution to the Olympic Torch Relay and other Cultural Olympiad events.

- 4.2 One of the strategic aims for the City Council is to promote Exeter as a regional centre of culture. Innovative arts events with high quality programmes provide excellent opportunities to project the cultural image of the city. The successful press and media campaign of the Olympic Torch Relay which helped bring 50,000 people in to the city for the event and garnered national and regional television and press coverage highlighted this. By employing an effective specialist arts PR company, the City gains national press and regional TV coverage which help to:
- develop Exeter's profile as an ambitious regional centre for the arts
  - highlight Exeter City Council's leadership role at producing accessible arts events and its continued support for the arts
  - portray the city as a thriving cultural centre to encourage business and key employee relocation
  - help to generate audiences and increase economic benefit to the city
- 4.3 The involvement with the Cultural Olympiad has opened up new partnerships across the city, the region and across cultural genres, particularly sports, heritage, higher education, communities and businesses, all of which have benefitted from this partnership. The ability to work successfully across sectors will have a tremendous impact on the work of the arts team in the future. This combined with the continuing development of relationships with venues and partnership initiatives such as Ignite Festival of Theatre, ExeTreme Imagination Children's Literature Festival and Kaleider (three year Theatre in Exeter, Arts Council funded project) open up possibilities for the strategic development of a new major event for 2013.
- 4.4 Officers are seeking to develop a new major festival for the city focussing on commissioned outdoor arts performance and arts in hidden or unusual spaces across the city, indoors or outdoors. It is proposed that the festival will develop in two phases in 2012/2013.
- 4.5 **Phase 1: February 2013**– to help link Extreme Imagination/Animated Exeter by developing a spectacular finale for Animated Exeter's commission (an interactive game across the city based on story by Philip Reeve, commissioned by Animated Exeter with support from ExeTreme Imagination). This would be a large scale, free outdoor spectacle, commissioned by the City Council, involving performance, music, lights, projections based on the story used by Animated Exeter on landmark buildings or site in the city over two nights. Such a project would involve local young people from local communities, Exeter College and students from the University working together as performers and on the technical aspects of the show under the direction of high quality artists to produce the show. It is proposed that no more than £20,000 is used from the current year's budget to support this project.
- 4.6 In order to be able to deliver exciting and innovative new work for the proposed 2013 festival it is important to be able to commission work from national and international companies in advance. It is proposed that

the balance of current years Arts and Event budget, £26,000, is put to this use with the direction and support of the Lead Member for Economy and Assistant Director of Economy. This will further enable and increase the likelihood of the success for obtaining the match funding for the bid to Grants for the Arts for the main festival in September 2013, Grants for the Arts currently requires match funding of a minimum of 50% of the overall budget.

- 4.7 **Phase 2: Festival September 2013** – a new festival featuring commissioned work by international, national and local artists and companies taking place in site specific or non traditional performance space across the city. At least one major production would engage local communities, schools or colleges in the development of the commission. As in previous events the City Council would seek to work in partnership with venues, across the cultural genres and across artforms. A balance of ticketed and free performance would seek to help develop new audiences for the event by encouraging participation and attendance by those who would not ordinarily attend performances.
- 4.8 Officers have had extensive conversations with both the Director of Arts Council South West and also the Combined Arts Relationship Manager who have given a positive indication that they would be willing to consider an application for each phase, to Grants for the Arts, to match fund (£20,000 and £40,000 respectively) the development of a new festival focussing on a high quality outdoor arts festival for Exeter. This funding is from the National Lottery and will have to be applied for in an open application process.

## 5.0 FINANCIAL IMPLICATIONS

- 5.1 City Council funding for the events covered in this report is as follows:

<b>Overall Total Budgets</b>	<b>Event</b>	<b>Expenditure 2012/13</b>	<b>Recommended Budget 2013/14</b>
Festival Support £26,350	Animated Exeter	20,000	20,000
	Vibraphonic	2,000	2,000
	Exeter Respect	3,000	3,000
	Open Studios	1,350	1,350
<b>Sub-total</b>		<b>26,350</b>	<b>26,350</b>
Olympic Torch £85,000	Olympic Torch Relay	83,479	
<b>Subtotal</b>		<b>83,479</b>	
Art/Events £65,000	Sacrilege (Olympiad)	1,000	
	Bandstand Marathon (Olympiad)	3,000	
	Ignite	5,000	5,000
	Kaleider	5,000	5,000
	Extreme	5,000	5,000
	Imagination/other Major project February 2013	20,000	

	Advance commission Festival 2013 Festival 2013	26,000	50,000
<b>Sub-total</b>		<b>65,000</b>	<b>65,000</b>
<b>TOTAL</b>		<b>174,829</b>	<b>91,350</b>

5.2 The full break-down for the Olympic Torch Relay budget is as follows:

Production	66,697
Marketing	6,907
Fees	17,875
Income	- 8,000
<b>Net expenditure</b>	<b>83,479</b>
Budget	85,000
<b>Underspend</b>	<b>1,521</b>

5.3 In light of the potential Arts Council funding both for the proposed spectacular in February 2013 and a new Festival in 2013/14 it is recommended that the current Arts and Events budget of £65,000, subject to Council approval for next year's budget is broken down as follows:

- It is proposed that, as in 2012/13, £15,000 should facilitate development work and be distributed via project grant support of up to £5,000 each for: Ignite and Kaleider, and other innovative new projects in the city yet to be determined.
- It is proposed that the remaining £50,000 should be allocated for the delivery of the proposed new festival for Exeter and serve as match funding for a further bid to Grants for the Arts for a minimum of £40,000.

5.4 **Other Festival Support:**  
Subject also to budgets being approved for the same levels of funding as 2012/13 to support Vibraphonic, Exeter Respect and Animated Exeter .

5.5 Funding should be offered to Animated Exeter on condition that the Board produce a clear three year development and business plan that helps improve the festival's sustainability.

## 6.0 RECOMMENDATION THAT

6.1 Members note the report on the performance of the festivals and events portfolio in 2011/2012 and comment on the proposed approach to the festival programme of phases in 2012/2013.

**Richard Ball**  
**ASSISTANT DIRECTOR ECONOMY:**  
**Originator: Val Wilson**

### Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-  
Exeter Arts and Media Strategy 2009 – 2012  
Exeter Arts and Media Strategy Action Plan 2009 – 2012  
Animated Exeter – Directors Report 2012

## **APPENDIX 1 – REVIEW OF THE WORK OF THE ARTS & EVENTS TEAM IN 2012/13**

### **1.0 REVIEW**

- 1.1 The Arts and Events portfolio remains under review in the light of continued financial constraints and Members are asked to note and consider the issues on the current and potential future portfolio raised below.

### **2.0 EXETER OPEN STUDIOS**

- 2.1 Exeter Open Studios remains a low risk, cost effective event managed by the artists themselves. The event is supported by a small grant as well as officer support. The former voluntary administrator has had to resign through ill health. The Arts & Events Team is helping the artists re-group and recent meetings have been well attended. The artists have decided in light of the timing to postpone the event until Spring, 19 – 21 April 2013 and to take on a short term, freelance administrator to help them deliver the event. Officers will continue to provide administrative support until the freelance co-ordinator is in place and will offer further support as is practicable. The event is popular and an excellent means of demonstrating that Exeter is a city that is supportive and nurtures its independent creative sector.  
It is recommended that support for Exeter Open Studios continues if budgets allow.

### **3.0 ANIMATED EXETER**

- 3.1 Animated Exeter 2012 was successful, (see Appendix 2 Animated Exeter report) with attendance increasing from 21,505 in 2011 to 24,592 in 2012, primarily attributable to the free exhibitions and high profile digital commission on Exeter Cathedral which once again attracted national press and regional television coverage. Numbers elsewhere in the festival were reduced specifically for the schools programmes, indicative of the current financial climate and general pressures schools are facing.
- 3.2 Fundraising for the festival is time consuming but vital for as in 2012 the festival generated income from workshops, screenings and events was significantly down. Applications to Devon County Council (£8,300) and South West Screen (£15,000) were unsuccessful. The major project was funded by National Lottery funding through Arts Council England (£38,165) and further support from the British Film Institute Transition fund of £6,300 helped fill the gap.
- 3.3 Staffing – The total funding allowed a Festival Director and Administrator to work part time, alongside a film programmer, publicity and education consultants. With the exception of the Festival Director, other staff are on short term contracts for the duration of the festival.
- 3.5 The Festival Director and the Board will proceed with funding applications to Arts Council, First Light and other trusts for 2013. A recent application to Creative England (formerly the Film Council) was

unsuccessful. In the longer term the Director is proposing that the festival should re-assess its status as a film festival and look into other models. The Arts and Events Officer will join the Animated Exeter Board in an advisory capacity and support the development of a further bid to the Arts Council for organisational development to produce a viable business plan that will help the festival achieve a more secure financial footing and sustainability over the next three years.

- 3.6 It is recommended the City Council continues to support the festival for February 2013 and helps the board as necessary with its re-assessment and development of a sustainable business plan, and that any funding beyond 2013 is contingent on the viability of the business plan. The £20,000 funding for the 2013 festival comes from the budget for this financial year.

#### **4.0 VIBRAPHONIC**

- 4.1 Vibraphonic 2012 was successful despite being on a significantly smaller scale as result of reduced funding. The core festival featured 10 events which included one educational event, down from 18 in 2011, and accordingly the festival produced a much smaller brochure. A further 50 events across 15 venues came under the festival's umbrella and were marketed mainly via the website.

- 4.2 Vibraphonic 2013 will be operating on a significantly reduced scale and serving more as an umbrella for other music events that coincide with its dates. This is also reflective of the current economic climate, as without additional support, the festival has to be risk averse. The directors will need to make concerted attempts to raise alternative funding either from Grants for the Arts or other sponsorship. It is recommended the City Council should continue to support Vibraphonic 2013 for the coming financial year if the budget allows but future funding support beyond 2013 should be on the condition that the festival is seen to be able to raise additional project funding from alternative sources in 2013.

#### **5.0 OLYMPIC TORCH RELAY 2012**

- 5.1 Olympic Torch Relay 20 May 2012 – as a one off event to Welcome the Olympic Flame into the city on the second day of the Torch Relay, the City Arts and Events team were responsible for devising and producing a wide range of free, action packed sporting and arts activity in partnership with some of the City's key sports, arts and business sectors on four sites across the city: Exeter Quayside, Princesshay, Southernhay and Exeter City Football Ground. A parade created by Devon artists Forkbeard Fantasy, commissioned by Exeter City Council, opened the Cathedral Green Evening Celebration and included 450 young people from Exeter and the wider region. This parade became part of the opening ceremony at the Olympic venue at Weymouth and Portland on 27 & 28 July.
- 5.2 8500 free tickets for the Evening Community Celebration on Cathedral Green were distributed and a family audience enjoyed the London 2012 stage show. The police estimate that some 50,000 people came into the city throughout the day, attending the daytime activity, the concert, lining the route along Topsham Road, Southernhay and watching the concert

live on a large screen in Princesshay. At the debrief the City Council were commended for running a safe family event and feedback has been extremely positive across the board.

- 5.3 At a minimal rate of economic spend per head of £10 this event would have generated economic benefit to the city of some £500,000. In terms of press and marketing coverage the event achieved the desired effect reaching wide national coverage on both Sunday and Monday on ITV, Channel 4, Sky News and BBC and regional radio and press gave wide coverage to the event before and across the two days. It is estimated that in the region of 10 million people around the UK were reached through the extensive media campaign.

## 6.0 EXETER RESPECT

- 6.1 Exeter Respect 2012 was a resounding success, marred slightly by the wet weather which accounts for the marginally lower attendance. In comparison to 2011, 18,000 compared to 20,000 people passing through the park over the weekend. The City Council supports the event with a small grant (£3,000) and officer time. It is recommended that budgets permitting the City Council continue to fund and offer support for 2013.

## 7.0 CULTURAL OLYMPIAD VISUAL ARTS

- 7.1 The City Council supported two one off visual art projects that further involved the City in the wider Cultural Olympiad programme. Both were free to the public.

**Red Ball** – a large scale international public art project using urban space as its canvas, toured to four cities in the South West and South Bank, London visiting Exeter 15 – 17 June. The Red Ball was located in three sites across the city, Exeter Guildhall, St Katherine's Almshouses and the Transit Shed on Exeter Quay. The project received in kind support from the City Council in the form of officer time and marketing support.

**Sacrilege** – a large scale national touring life size, interactive, inflatable version of Stonehenge visited Belmont Park on 26 June. The opportunity to bounce on Stonehenge attracted 1200 of all ages, including 300 children from local schools Newtown and St Sidwells, young people with Learning Difficulties from CEDA. Both BBC Spotlight and ITV South West gave the project coverage. A budget of £1,000 was allocated towards necessary production costs such as first aid, security and stewarding and marketing.

## 8.0 SUPPORT FOR THEATRE IN THE CITY

- 8.1 **Ignite Festival of Theatre** – the City Council are key partners together with Exeter Northcott, Phoenix, Barnfield and Cygnet Theatres in helping the Bike Shed Theatre produce and deliver Ignite, a festival of theatre that presented 62 shows across 7 venues. In addition to officer time the City Council contributed a grant £4,000 to the Bike Shed Theatre and a further £1,000 towards the free outdoor production, 'The Whale' in Princesshay Square and £500 towards the production of adshel posters for the event.



- 8.2 **Kaleider** – is a new organisation, working with partners across the city, Exeter Northcott, Exeter Phoenix, Theatre Alibi, DAISI and University of Exeter which will deliver an artistic and cultural programme for Exeter often in unconventional places for audiences who may not regularly attend theatres. Over the three years Kaleider will:
- hold residencies for Exeter based companies working with invited artists to challenge artistic practice
  - develop a new youth company together with Exeter Northcott, DAISI and the University of Exeter
  - deliver 5 commissions over the three years
  - develop a three year programme leading to the creation of a large scale project that will perform across the city in 2015

- 8.3 Kaleider is a successful recipient of three year funding from the Arts Council `s Theatre in Exeter fund. The City Council will provide match funding support of £5000 in year 1 towards the live performance commission.

## 9.0 CULTURAL OLYMPIAD MUSIC

- 9.1 **Bandstand Marathon** – a one off intergenerational event on Sunday 9 September, working in partnership with Devon Senior Voice, ExeCalibre Dragon Boats, Haven Banks Outdoor Educational Centre and Exeter College to produce a free family day out featuring dragon boat challenges on the river and music from across the generations in the Transit Shed. City Council Arts Officers are responsible for site management, marketing, health and safety and programming and management of the music on the Bandstand Marathon. A budget of £3,000 has been allocated for this event.

## 10.0 SUPPORT FOR LITERATURE

- 10.1 **Extreme Imagination** - led by the University of Exeter and building on the support from 2011, this biannual festival of Children's Literature will in February 2013 extend the partnership to include working with Animated Exeter, Cyprus Well (the South West region's literature development agency) and the Bike Shed Theatre alongside former partners RAMM, DAISI (Devon Artists in Schools), Exeter Phoenix, Exeter Northcott and Spacex and the City Council. A grant of £5,000 has been contributed by the City Council towards the match funding of a successful bid of £70,500 to Arts Council England, Grants for the Arts.
- 10.2 **Young City Laureate** – The City Council is joining forces with Cyprus Well in helping to support young people with a talent for creative writing by establishing a Young City Laureate. The Young City Laureate will be asked to create work to celebrate special events or occasions in the city, as well as perform at events in libraries, schools, festivals, and other community events. The Young City Laureate will gain real creative work experience and the chance to help programme and perform at festivals. The Laureateship runs for one year, and Exeter will be crowning theirs as part of the second ExeTreme Imagination Festival of Children's Literature in February 2013.



## APPENDIX 2 – ANIMATED EXETER 2012 REPORT

### 1.0 PROGRAMME

- 1.1 Animated Exeter 2012 was concentrated around the Commission, a large scale outdoor animated projection on Exeter Cathedral funded by Arts Council England. Alongside this the festival developed a small programme of screenings and masterclasses and a host of public workshops.
- 1.2 The overall audience for Animated Exeter 2012 reached 24,592. The festival increased its partners to include the Royal Albert Memorial Museum, where it placed an Animator-in-Residence, VUE (Exeter) for the school's week film screenings; Exeter Picturehouse for screenings and events and The Bike Shed Theatre. Workshops and screenings at The Plough in Great Torrington, and the exhibition and workshops held at Thelma Hulbert gallery in Honiton, added over 3,500 to the number of participants.
- 1.3 Audience numbers specific to Animated Exeter events was 19,372. The largest crowds were attracted to the Cathedral to see the Arts Council funded projection created by Forkbeard Fantasy. This was boosted by the sell out screening of The Dark Crystal by local artists Brian and Wendy Froud, an exhibition of Brian Froud paintings and a sell out sculpting masterclass by Wendy Froud.
- 1.4 The number of schools activities nearly doubled in 2012; however audience figures show that this was only half the figures of previous years. This is a clear demonstration of the problems that schools are facing with budgets and also the difficulties of bringing children out of school.
- 1.5 **Comparative Analysis 2010 – 2012**

ANIMATED EXETER 2012	Number of	Total Audience	AE Audience	Total Income £	AE Income £
Events	9	747	477	7,541.00	2,107.00
Free event	5	3,910	3,910	0	0
Schools Activities*	50	318	318	2,013.00	2,013.00
Public workshops	27	701	323	3,237.00	2,091.00
Public screenings	17	815	296	3,538.00	1,043.00
Exhibitions	4	18,101	14,048	0	0
	<b>112</b>	<b>24,592</b>	<b>19,372</b>	<b>£16,329.00</b>	<b>£7,254.00</b>

ANIMATED EXETER 2011	Number of	Total Audience	AE Audience	Total Income £	AE Income £
Events	16	592	452	1,864.00	1,544.00
Free event	4	6,420	6,420	0	0
Schools Activities*	28	781	781	2,630.00	3,264.00
Public workshops	12	1,224	940	4,530.00	2,946.00
Public screenings	21	777	644	3,652.00	2,705.00
Exhibitions	3	11,711	6,000	0	0

84	21,505	15,237	£12,676.00	£10,459.00
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<b>ANIMATED EXETER 2010</b>	<b>Number of</b>	<b>Total Audience</b>	<b>AE Audience</b>	<b>Total Income £</b>	<b>AE Income £</b>
Events	16	968	968	3,367.00	3,367.00
Free event	6	830	806	0	0
Schools					
Activities*	13	397	397	2,630.00	2,630.00
Public					
workshops	12	1,252	1,098	2,587.00	745.00
Public					
screenings	21	1,142	873	3,715.00	2,804.00
Exhibitions	3	13,851	13,140	0	0
	<b>62</b>	<b>18,440</b>	<b>17,282</b>	<b>£12,299.00</b>	<b>£9,546.00</b>

## 2.0 FUNDING

2.1 For 2012 the festival had anticipated receiving additional funding from Devon County Council of £8,300 and South West Screen of £15,000, which were not forthcoming. However the British Film Institute - Transition Funding of £6,300 went some way to fill the gap.

2.2 The budget for Animated Exeter 2012 was as follows:

<b>INCOME</b>	
<b>Grants:</b>	
Arts Council	38,165
Exeter City Council	20,000
BFI Transition Fund	6,300
<b>Sponsorship:</b>	
University of Bournemouth	1,000
ToonBoom Animation	1,000
HiT Entertainment	1,000
<b>Ticket Income:</b>	
Ticket sales	7,255
<b>TOTAL</b>	<b>74,720</b>
<b>EXPENDITURE</b>	
Commission	26,760
Exhibition	3,100
Workshops	1,260
Screenings	1,700
Staffing	37,040
Marketing	4,600
Volunteers expenses	260
<b>TOTAL</b>	<b>74,720</b>

2.2 The funds allowed a Director and Administrator to work part-time, together with a film programmer, publicity and education consultant. With the exception of the Festival Director the team has disbanded as the festival is now project funded. The Festival Director works part time, to fund raise and make applications for the festival.

- 2.3 In kind sponsorship – increasingly the festival relies on in kind support, which in 2012 amounted to some £36,000 and related to greatly reduced venue hire costs, marketing support and waiving of fees of speakers.

### **3.0 ANIMATED EXETER 2013**

- 3.1 Attendance figures have increased, but this is entirely due to large scale free events and free exhibitions. Reduced funding for screenings and film education, combined with the overall economic climate has forced the festival to reduce the offer of the core festival programme of workshops and screenings.
- 3.2 Concurrent with the development of the 2013 event, the Board needs to seek support via an Organisational Development Grant from the Arts Council to help them develop a sustainable business plan that will:
- evaluate the purpose of the festival
  - outline its benefits to the city as a regional capital in terms of engagement, enhancing the city's reputation regionally and nationally
  - look at other models of film festivals
  - facilitate discussions with other funders to discuss their priorities
  - develop a fundraising programme that puts the festival on a more secure financial footing
- 3.3 Any future funding from the City Council beyond 2013 should be contingent on the development of a sustainable business plan.