

**EXETER CITY COUNCIL**  
**SCRUTINY COMMITTEE – ECONOMY**  
**11 NOVEMBER 2010**  
**FESTIVALS REVIEW 2010**

**1.0 PURPOSE OF REPORT**

- 1.1 To review and report back on the performance of the festivals portfolio, which comprises the Autumn Festival 2009, Animated Exeter, Vibraphonic and the Summer Festival 2010.

**2.0 BACKGROUND**

- 2.1 The City Council has and continues to support a number of arts related festivals as part of its year round programme, these include Exeter Summer and Exeter Autumn festival as well as Vibraphonic and Animated Exeter, both grant aided by the City Council but which are now produced by independent companies, Vibraphonic Festival Ltd and Animated Festival Ltd. In addition the City Council provides small amount of grant support to Exeter Open Studios in Exeter Autumn Festival and the annual Exeter Respect Festival.
- 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 following section summarises the key characteristics of each of the festivals:
- Autumn Festival:**
- provides a showcase event to give local performers and artists a higher profile
  - invests in a capacity building programme to enable local groups to create and manage their own programmes by supporting them with financial assistance and advice where appropriate
  - promotes social cohesion through a programme that is designed to encourage interest and participation in the arts by residents of the city
  - reduces barriers to participation by providing events that are accessible to those on low incomes, young people and those with learning disabilities.

**Exeter Open Studios:**

- artist led event, with support from Council Officers, which opens studios and exhibitions of city based artists to the public over a weekend in Exeter Autumn Festival.

**Animated Exeter:**

- Operated by an independent company with financial and Council Officer support from the City Council
- promotes Exeter as a learning city – providing access and learning opportunities in new technologies especially for young people
- helps to develop creative industries – showcasing and supporting the work and training needs of local film and media companies.

**Vibraphonic:**

- an annual festival, operated externally to the Council, attracting both regional and local audiences to urban and non mainstream music from all over the world
- works with a wide variety of venues and spaces to encourage the development of promoters, artists, and new audiences thereby helping to develop the City's Arts and Media infrastructure.

**Exeter Respect**

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

**Summer Festival:**

- produces a programme, as with all the other festivals, which benefit the local economy and enhances the City's cultural image regionally and nationally as a vibrant visitor destination
- commissions and contracts high quality national and international artists to present a multi-disciplinary arts festival that promotes contemporary and classical music, theatre, dance and visual arts
- works collaboratively with the City's core venues and other partners to maximise benefit and minimise risk
- develops access to arts programmes and events that encourage greater participation and ownership of the festival by the residents of Exeter.

2.4 A detailed review including a programme, marketing, analysis and financial breakdown for each festival listed in 2.3 is outlined in *Appendix 1 – Detailed Individual Festivals Review 2010* as follows:

Item 1	Exeter Autumn Festival 2009	p6 – 7
Item 2	Exeter Open Studios 2009	p7
Item 3	Vibraphonic 2010	p7 - 8
Item 4	Animated Exeter 2010	p9 - 11
Item 5	Exeter Respect 2010	p11 - 12
Item 6	Exeter Summer Festival	p12 - 17

2.5 Further details of the breakdown of Exeter Summer Festival 2010 Box Office Sales 2010 is listed in *Appendix 2 – Breakdown of Box Office Sales*

**3.0 CONCLUSION**

3.1 The review of the festival portfolio indicates that each Festival meets their individual objectives and also the current strategic objectives as set out in the Arts and Media Strategy 2009 – 2012. Furthermore each event has complied

with additional measures and budgetary constraints agreed at Economy Scrutiny in March 2010.

- 3.2 Progress and key achievements this year are summarised as follows
- Summer Festival achieving national press and significance with Theo Jansen exhibition
  - total attendance at Exeter Summer Festival up significantly from 25,000 in 2009 to 41,000 in 2010
  - Summer Festival commission of innovative Flash Traviata – 4 free performances of opera in city centre
  - 70 hours of free activity – making the festival more accessible to more people
  - successful and effective press and media campaign generating over £70,000 of free publicity for the city
  - Exeter Summer Festival's audience expenditure alone boosted the city's economy by some £492,000 in 2010
  - All festivals are able to demonstrate cross sector partnerships which help to deliver new high profile events
  - Two successful festivals, Animated Exeter and Vibraphonic are now independent companies with the potential for a sustainable future.
  - Exeter Open Studios – entirely led by local visual artists with Officer input
  - Exeter Respect – a cost effective, well run event led by local diverse communities with Officer input.

### 3.3 **Festival Press and Media campaigns**

Arts events provide good opportunities to project the cultural image of the city. Both Animated Exeter and the Summer Festival employed Watershed Media to take on the role of Press and PR. In both instances the company produced extremely effective campaigns, gaining 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 producing a uniquely accessible arts festival
- generate ticket sales on the run-up to the festival.

- 3.4 In the light of continued financial constraints the festival portfolio remains under review. Members are asked to note and consider the issues on the current festival portfolio raised below:-

- 3.5 **Exeter Autumn Festival** – It is clear from the continued wish of the city's voluntary and community arts groups to remain in the brochure and thus benefit from the festival promotion that the festival remains valued in the community arts sector. In 2010 the City Council has been able to continue to develop exciting and cost effective new events to complement and raise the profile of the community programme through the development of new partnerships. If less funding is available then the focus of any City Council support could be directed solely at supporting the marketing of the festival.

- 3.6 **Exeter Open Studios** – a low risk, cost effective event that is run by a core group of artists but open to all local artists and craftspeople. The event is supported by a small grant as well as limited Officer support. Numbers of participating artists and numbers on the mailing list increase year on year and

the event is an excellent means of highlighting Exeter as a creative city. It is recommended that support for Exeter Open Studios is continued.

- 3.7 **Vibraphonic** – the City Council's funding support is utilised mainly on marketing and the festival has managed with a small reduction in 2010. The funding approved for 2011 is set at £7,000 – half the current level. A further reduction in funding may jeopardise the festival's future and the City Council would lose its branding association with a nationally recognised event.
- 3.8 **Animated Exeter** – is still in the process of developing its board and developing its new independent status. The festival has a new look and a regional focus and is considered to be a progressive and innovative commissioner of work by other key funders. Other public sector funders continue to fund the festival based on the City Council's continued support. The benefits of the City Council support need to be given a chance to be realised. It is recommended that Animated Exeter be given one more year of funding to the current level to enable the festival to find its feet as an independent company.
- 3.9 **Exeter Respect Festival** - a free, outdoor festival run over two days in Belmont Park led by and for Exeter's diverse communities. In addition to providing a small amount of funding, Festival Officers provide a great deal of support with best practice production and management advice. It is recommended that support for Exeter Respect is continued.
- 3.10 **Exeter Summer Festival** – has made a great deal of progress in anticipating and responding to funding difficulties, developing new partnerships, new events, new festival audiences, proving its economic benefit through spend in the city and delivery of an effective press campaign. The economic climate resulted in low ticket sales and inevitably reduced sponsorship. Further revisions will be needed to its structure if it is to continue.
- 3.11 In light of potential budget restraints it may be necessary to consider delivering a new event or series of events that could replace the existing summer festival. The ability to initiate and develop new ways of working has already been proven throughout the management of the current festival portfolio. Delivery of such an event should focus more on cost effective partnerships, innovative press and marketing campaigns to provide a more concentrated programme that continues to raise the city's cultural profile.

#### 4.0 FINANCIAL IMPLICATION

- 4.1 City Council funding for the festivals covered in this report is as follows:

<b>Festival</b>	<b>Budget (£) 2010/11</b>
Summer Festival	100,000
Autumn Festival	13,000
Animated Exeter	20,000
Vibraphonic	7,000
Exeter Respect	2,000
Exeter Open Studios	1,350

**5.0 RECOMMENDATION that:**

- (1) Members note each of the Festivals met their individual objectives and complied with the measures and budgetary constraints agreed by Economy Scrutiny Committee in March 2010.
- (2) Members note the key achievements and recommendations for the future development of the festival portfolio.

**RICHARD BALL  
HEAD OF ECONOMY AND TOURISM**

**ECONOMY AND DEVELOPMENT DIRECTORATE**

**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

## APPENDIX 1- DETAILED INDIVIDUAL REVIEW OF EXETER FESTIVALS

### 1.0 AUTUMN FESTIVAL 2009

1.1 The Autumn Festival took place between 30 October and 15 November 2009 and included 64 events which featured a wide range of community, voluntary arts and local promoter led events including theatre, music, poetry, comedy and exhibitions.

1.2 Attendance figures are based on evaluation forms which were completed by nearly all the participating organisations. There were 8 more events, twice as many free events for residents to enjoy, and many more performers. Further details are summarised below in comparison with previous festivals. Audience attendance figures increased from 7594 in 2008 to 12,961 in 2009.

	<b>2009</b>	<b>2008</b>
Number of events	64	56
Number of organisations taking part	42	48
Number of free events	35	17
Number of ticketed events	29	39
Audience totals	12,691	7,594
Artists/Performers	1,142	722
Volunteers	295	170

1.3 Two new participatory events were produced for the festival with the aim of encouraging new audiences:

- Exeter Big Draw – Exeter took part in the National Big Draw event on the opening day of the festival with four selected artists running free ‘have a go’ drawing and animation workshops in key city centre locations. This event attracted over 1500 people.
- Trading Local - Exeter Autumn Festival worked in partnership with Exeter Northcott Theatre and Show of Strength Theatre Company from Bristol to produce ‘Trading Local’ – a unique free theatre project developed to support independent traders along Sidwell Street performing 36 free shows in 15 different shops. The short plays were written by local writers following workshops held in Central Library and St Sidwell’s community centre developed from over 60 submissions received.

#### **Awards**

1.4 The Exeter Autumn Festival Awards scheme was established in 2004 to provide a low level of financial assistance to encourage community and youth groups, clubs, organisations and individuals who want to develop an activity for the festival. Organisations must meet the following criteria:

- contribute to the range and quality of events in the festival programme
- promote the creative talent and activities of groups or individuals in the city
- benefit the local community

- 1.5 In 2009 the awards were focussed on performances at Exeter Barnfield theatre and 5 award winners benefitted from the free hire and technical support enabling the events to take place. They were the Countess Wear Community Theatre, Devon Racial Equality Council, the City of Exeter Railway Band, Iscappella Singing Club and Young Devon's All Sorts.

### **Marketing**

- 1.6 In order to provide the important local profile for the festival the City Council produced and distributed 55,000 full colour brochures throughout the city and neighbouring areas including a door to door delivery of 44,000 via Exeter Citizen. An Adshel campaign on bus shelters was delivered throughout the city. The Express and Echo also included listings of festival events and featured articles on highlighted events during the festival. Press releases and listings were also issued to other key Devon media.

### **Marketing Analysis**

- 1.7 Over 93% of the event organisers returned their evaluation questionnaires. The overall feedback was very positive, with 92% who felt there was a clear benefit to being involved in the Autumn Festival, and 85% thought the website and the brochure were good to excellent. Some 71% of the respondents said they would like to take part in future Autumn Festivals.

### **Finance**

- 1.8 The City Council's overall budget for the 2009 festival was £15,000 and the total costs of delivering the festival came to £14,666 as summarised below:

<b>Expenditure</b>	<b>£</b>
Marketing	9,720
Awards	2,480
Events	2,466
<b>TOTAL</b>	<b>14,666</b>

## **2.0 EXETER OPEN STUDIOS**

- 2.1 Exeter Open Studios 2009, which took place in the Autumn Festival on 6 – 8 November, was entirely led by the artists. The number of artists and groups taking part increased from 38 in 2008 to 50 artists and groups in 2009. The event attracted over 4000 visitors over the three days compared to 3000 visitors in 2008. The event previewed with a popular fundraising auction of postcard sized work donated by participating artists. Overall artists went on to sell over £25,000 worth of work during the three day event.

## **3.0 VIBRAPHONIC 2010**

- 3.1 Vibraphonic 2010, took place between 5 – 21 March and marked the third year of operation as an arms-length, funded festival managed independently by City promoters. The festival continues to increase in reputation with consequent benefits for the cultural reputation of the city and in the number of city venues and promoters that take part.

### **Programme**

- 3.2 Key achievements for 2010 included 25 main ticketed events showcasing the Vibraphonic mix of eclectic and non mainstream music featuring artists of

international and national renown.

- 3.3 The ticketed events at the festival achieved 71% capacity (up from 64% in 2009) with an attendance of 5734. There were 12 education events, of which 6 were free entry attracting 140 participants. The popular Jack to Phono programme, a free programme of music in 10 different venues across the city, widened the festivals' venue base reaching more than 1000 music fans. The festival commissioned two exhibitions, Sight Lines a series of public performances and visual events staged by artist Volkhardt Mueller and a photographic exhibition by Simon Hammett. The festival combined the efforts of 30 different promoters, businesses and organisations

### Marketing

- 3.4 The festival's media partner was Phonic FM providing relevant radio coverage to the local audience and 20,000 brochures were printed and distributed in the city and throughout the region. In addition a further 10,000 flyers and postcards to market specific events were distributed. The festival website had over 146,000 hits between January and April 2010, an 80% increase year-on-year.

### Analysis

- 3.5 Evaluation collated from 442 audience surveys from 12 different events across 4 venues showed that 36% had heard about the event through word of mouth, 28% via the brochure, 22% from posters and flyers, and 14% from radio and other media. Of the respondents 65% were from Exeter and 29% the rest of Devon, with 6% from outside the region and with 52% as new attendees. Overall satisfaction with the festival was very high at 98%, for brochure, quality and value for money. The average spend per head including the ticket was £25, therefore ticketholders (5734) brought an estimated expenditure of £149,084 into the city.

### Finance

- 3.6 The contribution of the City Council is limited to its grant of £14,000. Individual promoters take the risk of their own concerts and are keen to participate because of the benefits both of the marketing support and the positive branding of Vibrasonic. The budget from the City Council was primarily used to support the marketing of the festival but financial injections were also made to enable some, mostly free entry events. The budget shows a small surplus of £188.

<b>Expenditure</b>		<b>Income</b>	
Marketing	8,070	Exeter City Council	14,000
Programming	1,261	Workshop income	20
Co-ordinators	4,500	Surplus b/f	299
Admin	300		
<b>Total</b>	<b>14,131</b>	<b>Total</b>	<b>14,319</b>

## 4.0 ANIMATED EXETER 2010

- 4.1 Animated Exeter became an independent company, Animated Exeter Ltd, a company limited by guarantee, in January 2010, just prior to the 2010 festival. The company has a Board of Directors who come from a range of animation or film backgrounds, including a producer, an animation lecturer from the University of Falmouth and the Director of Phoenix Digital. The City Arts Officer attends Board meetings in an advisory capacity.
- 4.2 The two week programme for Animated Exeter 2010 took place 8 -20 February



2010; the first week 8 -12 February was schools week which was followed by eight days of public screenings and events coinciding with the local school half-term. Overall attendance figures were up in 2010 with a total of 18,440 compared to 16,616 in 2009.

- 4.3 The core aims of the festival are to excite and inspire young people; encourage and foster talent and showcase high quality animation.

The 2010 Programme objectives were to:

- develop new cinema audiences and greater public interest and appreciation of animation film particularly amongst children and young people by offering a new festival experience: the three day *Essential Weekend*
- train students and teachers and develop specialist animation training for young people
- provide public access to the creative processes, forging links between those in the industry, professional animation artists, students and those who wish to develop a non-professional interest in animation;
- include work and events of local, regional and national significance; raise the profile of the industry in the South West, nationally and internationally.

#### **Festival Commission**

- 4.4 Animated Exeter made a successful application to Grants for the Arts to produce a one off site specific commission, 'Broadsided!' a large scale projection on Exeter Castle – the artwork was by US animator, Rose Bond, and was her premiere in the UK. The piece was well received by its audience, Arts Council and local media and has inspired a further application to Grants for the Arts for a new commission in 2010.

#### **Essential Weekend**

- 4.5 This innovation offered festival goers the opportunity to buy a weekend 3 day pass, to provide a more intense experience. This was deemed successful with no loss of audience numbers. Essential Weekend ticketholders were able to attend the Careers Day, films and networking events, followed by two days of back to back screenings from 10am – midnight and events, including the Awards event on Sunday. The festival will continue to offer a weekend ticket in the future.

#### **Screenings**

- 4.6 **International and UK film programme**

Numbers attending the specialist film programmes at Exeter Phoenix, including the Children's International Film programme, were up on 2009. A total of 164 films were shown at 21 screenings compared to 2009's 110 films. The total audience for the specialist films was 1142, 16% higher than last year's figures of 962.

#### **Regional Competition Screenings**

- 4.7 Animated Exeter runs several regional and national animation competitions including:
- The *ExAnimation* competitive screening of animations made in South West by under 18 year olds, attracted only 15 films (compared to 2009's 37 submissions) of which 14 were selected for screening and were shown separately at Exeter Phoenix (audience 74) and the Barn Cinema, Dartington (19).
  - *Best of the West*, for students from South of England and South Wales, attracted 118 viewers, the highest numbers for a screening at the festival.

A total of 36 films were entered, of which 16 were selected. The winner was 'Noesis' by Sophie Klevenow, an MA student at the University of the West of England.

- *Screen Out Loud*, attracted 30 films of which 17 were selected. The competition was open nationwide for the first time, for independent filmmakers in the British Isles over 18 years old. The screening attracted 59 viewers. The winner was *Mother of Many* by Emma Lazenby (the film went on to receive the BAFTA for short animation the following week).

### Events

- 4.8 Animated Exeter produce a range of different events throughout the festival to highlight different aspects of the animation industry, to encourage and provide young people with opportunities to explore career options:
- *Careers day* is targeted at students and young people, with panel discussions and screenings from the industry, giving individual experience and professional tips and advice. A total of 456 tickets were sold making 2010 the best attended Careers Day.
  - *One Minute Pitch* allows young people to receive instant constructive criticism of their work in front of an audience, this proved to be one of the most popular events, bringing in the festival's biggest Careers Day audience, 152, for a single event.
  - *Meet the Professionals* – networking event with drinks
  - *The BAFTA nominated short* animations was enhanced by a visit by Emma Lazenby, director of one of the films: *Mother of Many*, who did a Q&A.

### Workshops

- 4.9 Animated Exeter's festival workshop programme remained popular with a total of 1252 people attending public workshops in Exeter Phoenix, Exeter Central Library, Spacex. An estimated 900 people attended the free drop-in workshops held in Exeter Central Library which offered open access basic animation to all ages. Additional bookable workshops in Exeter Phoenix Digital and Spacex also reached capacity.

### Education

- 4.10 Animated Exeter employed an education co-ordinator in 2010 with the brief to increase the reach of the festival's delivery in the region. In total 397 school pupils ranging from 7 – 18 years of age attended 29 workshop sessions. The *Youth Futures* programme for 14 – 19s started working in two new schools in Cirencester and Penryn.

### Exhibitions

- 4.11 2 exhibitions were featured in the festival programme:  
Kinetica at Exeter Phoenix attracting around 13,000 visitors  
Emily Wardill's 'Gamekeepers Without Game' at Spacex attracting 711 visitors.

### Marketing

- 4.12 To recognise its new independent status, Animated Exeter worked with a new designer to create a new look for the festival including the design of a new website. Some 25,000 brochures were printed and distributed across the South West to increase awareness across the region including North and East Devon, Plymouth, Bournemouth, Poole and Falmouth. The use of Facebook is being developed as a promotional tool. A targeted advertising campaign also focussed

on local cinema publications, animation magazines and Primary Times.

### Analysis

- 4.13 Overall Festival attendance figures show an increase of 1826 compared to 2009 (16,614).

	Number	Attendance
Events	16	1,798
Schools sessions	29	397
Public workshops	26	1,252
Public screenings	21	1,142
Exhibitions	2	13,851
<b>TOTAL</b>		<b>18,440</b>

### Finance

- 4.14 The total cost of delivering the festival came to £116,209. The budget shows a surplus of £6765 from ticket sales which is being carried forward to Animated Exeter 2011. The new company will wisely be aiming to create a small reserve against unforeseen financial pressures.

Expenditure	£	Income	£
Marketing	16,774	Sponsorship	2,000
Exhibitions	3,747	Grants	77,400
Commission	20,769	Exeter City Council grant	20,000
Projects/education	10,550	Other grant income bought forward 2008/09	16,809
Film	6,672	Sales	6,765
Overheads	6,090		
Staffing	51,607		
<b>TOTAL</b>	<b>116,209</b>	<b>TOTAL</b>	<b>122,974</b>
<b>Surplus: £6765</b>			

## 5.0 EXETER RESPECT FESTIVAL

- 5.1 A two day, free outdoor festival held on 5 and 6 June 2010 in Belmont Park. Exeter Respect is run by a voluntary board which is made up of interested people from the local community and aims to ensure they are representative of Exeter's diverse community. The festival runs three music stages, a children's area with workshops and other activities and has a wealth of craft, food and information stalls.
- 5.2 Since moving to Belmont Park in 2009, the festival has increased in size and in 2010 attendance figures exceeded 5000 per day. The move to the park has made the event more accessible and this is reflected by the increased participation of diverse communities, both as performers, stall holders and audience.
- 5.3 Festival Officers attend the board's planning meetings in an advisory capacity and have been instrumental in ensuring that the move to Belmont Park was smooth and the event production is run under best practice, adhering to all health and safety regulations.

## SUMMER FESTIVAL 2010

### 6.0

#### Programme

- 6.1 The festival featured over 45 different events, including 11 free events. Free Festival produced highlights included Exeter's first celebration for National Armed Forces day including three days of Living History events in Northernhay Gardens, the public presentation of the Theo Jansen Strandbeest sculpture in Princesshay, the festival commission of New Devon Opera to perform excerpts from La Traviata in four city centre locations and also the finale Party in the Streets.
- 6.2 It is estimated that the free events in the festival, attracted an additional audience of some 33,000 people to the festival of which some 27,000 can be attributed to the festival's direct promotions. Other free events, such as Exeter Craft Festival, Exeter Regatta and the Dragon Boat Challenge, which are included in the festival programme, benefit hugely from the festival's profile in terms of increasing their audiences numbers and festival press promotion.

#### Economic Benefit

- 6.3 Combined attendance of ticketed (8,642) and free events (33,000) shows that some 41,000 people came to Exeter Summer Festival ( please see Appendix 2 for ticket sales breakdown). Based on a conservative average additional spend of £12 per person indicated by the results of evaluating 190 feedback forms, it is estimated that some £492,000 was spent in the city by audiences during the Summer Festival period.

#### Co-Promotion

- 6.4 As in 2009 the festival worked in partnership with the city's four key venues, Exeter Phoenix, Exeter Northcott Theatre, Exeter Corn Exchange and Exeter Barnfield Theatre to produce the core programme of non-classical music, dance, theatre, comedy and spoken word whereby each venue was subsidised by the festival to a fixed amount. These co-promotions give the venues a vested interest in the festival and minimise risk to the festival budget. Working in this way also allows the festival team to maximise their limited resources and focus on their area of expertise - developing audiences, site specific and large scale outdoor events, the delivery of the classical programme and the overall marketing of the festival.
- 6.5 The Festival Steering Advisory group agreed the following subsidies in 2010

Venue	Festival Fixed Subsidy	Subsidised shows	Total events included in festival programme
Exeter Northcott	£4,000	6	6
Exeter Phoenix	£4,200	7	7
Exeter Corn Exchange	£2,800	5	8
Exeter Barnfield Theatre	£1,800	4	4
Spacex	£2,000	1	3 days

#### Exeter Northcott

- 6.6 Exeter Northcott was in administration leading up to and during the Summer

Festival period. Nevertheless the Summer Festival supported four of the original seven co-promotions originally proposed by Exeter Northcott in order to help maintain the activity of the theatre until its future became clearer.

### **Direct promotions**

6.7 A series of 8 classical concerts and one popular music concert, The Glenn Miller Orchestra, were programmed directly by the festival both at Exeter Cathedral and also at other smaller church venues, St David's and Southernhay United Reformed Church. A total of 2629 tickets were sold for the classical programme, representing 31% of overall Festival ticket sales and just over 50% of potential gross sales for the Classical series. (Please see Appendix 2 for ticket sales breakdown)

6.8 The breakdown of ticketed concerts across direct and co-promotions was as follows:

<b>Type of performance</b>	<b>2010 - 41 Events</b>	<b>2009 - 45 Events</b>
Classical Music	11	10
Jazz/world/	8	4
Folk/Popular Music	4	8
Comedy/cabaret	9	6
Dance/Ballet	2	2
Spoken Word	2	2
Family/Children's events	2	5
Theatre	1	2
Children's theatre	2	6

### **Box Office and Ticket Sales**

6.9 The main Festival Box Office was run by Exeter Phoenix. Exeter Northcott, Exeter Barnfield Theatre and Exeter Corn Exchange also sold tickets for their festival programmes. Total combined sales of direct and co-promoted events, including direct venue sales, were 8,642 compared to 10,799 in 2009.

6.10 Both Exeter Phoenix and Exeter Corn Exchange showed a profit on their subsidised events, with Exeter Northcott and Exeter Barnfield Theatre making a loss as follows (these figures do not show bar income):

<b>Venue</b>	<b>Profit/(loss)</b>
Exeter Northcott Theatre	(£2007)
Exeter Phoenix	£848
Exeter Corn Exchange	£5240
Exeter Barnfield Theatre	(£1732)

6.11 Exeter Northcott's loss can be accounted for, to a certain degree, by the uncertainty felt by the public regarding the venue and guarantee of performances proceeding, despite positive messages being sent out to the contrary. Although the theatre made a loss, Exeter Barnfield, remains committed to involvement in the festival as a means of introducing new audiences to the theatre and building up its reputation.

### **Working in Partnership across the city**

- 6.12 In addition to developing the collaborative partnership with key city venues (Exeter Phoenix, Exeter Northcott Theatre, Exeter Barnfield Theatre and Exeter Corn Exchange) the festival has :
- established a new ongoing partnership with Spacex which ensured the Festival involvement in the high profile Theo Jansen project - the first visual arts partnership for the festival.
  - continued to develop marketing partnerships with Exeter Craft Festival, Exeter Regatta and Exeter Cathedral concerts benefitting those organisations by inclusion of their events in the 60,000 printed festival programmes and in additional print for free events.
  - developed a new ongoing partnership, and thereby a new event, with Exeter City Football Club who produced a fund raising evening in Rougemont Gardens making use of the production infrastructure and professional event support of Exeter Summer Festival.
  - developed working partnerships with Exeter Radio stations which resulted in each local station compering the three live stages during the festival finale; Heart Live Music stage in Rougemont Gardens; Exeter FM and Dance in Devon dance stage in Princesshay; and Phonic FM's DJ stage in Exeter Castle, which led to Phonic FM's first live outside broadcast.

### **Free Events**

- 6.13 The Exeter Summer Festival, backed by the Festival Advisory Steering Group, made a conscious decision to programme over 70 hours of free activity in the 2010 festival including 3 key festival produced or supported highlights:
- **Celebration of National Armed Forces Day**  
3 days of free Living History re-enactments (including 1 schools day) in Northernhay and Rougemont Gardens (4000 visitors); Aftermath , a visual art exhibition at Exeter Castle by two local artists raising the profile of Post Traumatic Stress (2,700 visitors); a City Centre parade featuring representatives from all the armed forces past, present and future led by the Royal Marines Band with the Deputy Lord Lieutenant of Devon and the Lord Mayor of Exeter taking the salute followed by Beating the Retreat performed outside Exeter Cathedral (2000).
  - **Theo Jansen Public Installation**  
Dutch artist Theo Jansen installing his internationally acclaimed work into the heart of Princesshay for three days of a public presentation which coincided with an exhibition of his work in Spacex. The increased accessibility of the sculpture to Exeter residents and visitors led to over 15,000 people seeing and interacting with the sculpture – Princesshay recorded a footfall of more than 19,000 on one day in the period.
  - **Festival Finale**  
The Summer Festival commissioned a unique, high profile Flash Traviata performance by New Devon Opera – a first for the company and a first for Exeter - Four seemingly random free performances of excerpts from La Traviata in different busy city centre locations on the final Saturday of the festival, which attracted over 1500 audience members who stopped to listen and reached thousands more.
  - **Party in the Streets**  
attracted over 4000 people and used Exeter Castle, Rougemont Gardens, High Street and Princesshay with three live stages, street theatre, food stalls, bars and culminating in a spectacular finale firework display

## Marketing

- 6.14 A total of 60000 32-page brochures were produced with 10,000 copies sent to the Summer Festival mailing list and a further 4000 mailed to Exeter Northcott's mailing list. The remaining 46000 brochures were distributed to around 600 targeted locations throughout Exeter and the sub-region.

The Festival also produced some 10000 additional flyers to promote the classical programme and the free family events, including the Armed Forces weekend, Finale Party in the Streets, Exeter Craft Festival, and the Theo Jansen installation.

## Analysis of Summer Festival Web Page hits

- 6.15 In the seven week period from 24 May to 11 July 2010 the Summer Festival website received 21,199 visitors, representing a 30% increase on figures for 2009. A significant number of people booked tickets via the link to the Exeter Phoenix box office. The most popular pages were the Calendar (21,088), Main Menu (14,842) and Free Events (9,177).

## Press and PR

- 6.16 Watershed PR were employed by Exeter Summer Festival to undertake a focused campaign targeting regional, national and specialist publications, television and radio. A targeted media campaign ran from April to June 2010 which included media releases and listings sent to local, regional and national media, specialist publications and relevant web sites. In addition there were regular interviews on local radio, local and regional publications involving participating artists and festival representatives.

The campaign achieved:

- 6 TV pieces (ITV West Country /BBC Spotlight)
- 27 Radio interviews
- 34 full page regional newspaper and magazine articles
- 2 National newspaper articles
- 12 items of PA newswire
- 32 website pieces (e.g. BBC online)

The successful campaign generated over £70,000 worth of free publicity for the city.

## Postcode Analysis

- 6.17 The post code analysis from Exeter Phoenix Box Office shows that 43% of ticket purchases made via the Phoenix Box Office were purchased by City residents. The remaining 57% were purchased by visitors to the city. A further 2,453 tickets were sold directly by the venues (Exeter Northcott, Exeter Corn Exchange and Exeter Barnfield Theatre, bringing total sales to 8,642.

Postcode	No of Customers	Tickets purchased
EX1-4	855	2733
EX5 – 8	299	1033
EX15-18	164	480
EX9 -14, EX24	155	491
TQ12 - 14	155	517
Rest of TQ	74	218
EX19	53	147
PL1 -12,18-21	51	351
TA1 - 24	38	92

London	14	40
Rest of PL	10	14
BH3-4	10	32
TR1 - 27	9	15
Cardiff (CF)	4	10
Gloucester GL	3	6
Oxford	2	4
East Sussex	2	4
Scotland	1	2
<b>TOTAL</b>	<b>1899</b>	<b>6189</b>

### Financial Overview

- 6.18 The festival budget shows a deficit of £4732 which can be attributed to a combination of low ticket sales and the festival having to unexpectedly take over the responsibility for costs of the National Armed Forces Day Celebrations. As a result of the continued economic downturn the level of sponsorship is lower than previous years at £16,600.

<b>Expenditure</b>	<b>£</b>
Venue Hire	11,770
Co-promotion subsidy	14,800
Staging	46,235
Marketing	26,355
Box Office commission	4,859
Artist Fees	66,244
Hospitality	1,073
PRS	380
Insurance/cleansing	1,332
	<b>173,048</b>
<b>Income</b>	
Sales	51,716
Sponsorship	16,600
ECC	100,000
	<b>168,316</b>
<b>Surplus(Deficit)</b>	<b>(4,732)</b>



## APPENDIX 2

**EXETER SUMMER FESTIVAL REVIEW – BOX OFFICE SALES BREAKDOWN –**  
**\*indicates concerts/performances subsidised by the festival budget**

Venue	Show	Phoenix Sales	Venue Sales	Total sales
<b>Exeter Phoenix</b>	Martin Carthy	450	Event	450
			Postponed	
	Phil Hammond	208	-	208
	The Congo	133	-	133
	Allstars*			
	Curious Theatre*	88	-	88
	Django a la	210	-	210
	Creole*			
	Breakestra*	298	-	298
Maceo Parker*	450	-	450	
<b>Venue totals</b>		<b>1,837</b>	<b>0</b>	<b>1,837</b>
<b>Exeter Corn Exchange</b>	Comedy 1	120	137	257
	Comedy 2	106	148	254
	John Hegley	107	82	189
	Kenny Ball*	217	188	405
	Expression	166	-	166
	Cubana*			
	The Animals*	232	181	413
	Arthur Smith	184	163	347
	James Taylor	71	74	145
	Quartet*			
<b>Venue Totals</b>		<b>1,203</b>	<b>973</b>	<b>2,176</b>
<b>Exeter Barnfield</b>	Little Leap	17	54	71
	Forward x 2*			
	The Knicker Lady*	107	131	238
	Clare Teal*	84	167	251
	Ella Edmondson*	52	47	99
<b>Venue Totals</b>		<b>260</b>	<b>399</b>	<b>659</b>
<b>Exeter Northcott</b>	Love and War*	23	155	178
	Poetry Party*	0	13	13
	Sundowners & Sonnets*	12	40	52
	The World's Wife*	55	96	151
	Giselle x 2*	112	627	739
	Barbershopera II*	58	150	208
	<b>Venue Totals</b>		<b>260</b>	<b>1,081</b>
<b>Festival Classical Concerts</b>	Glenn Miller*	562	-	562
	English Concert*	453	-	453
	Philharmonia*	654	-	654
	Alexandra	175	-	175
	Dariescu*			

	Vlad Maisterovici*	150	-	150
	Emma Johnson & Harpham Quartet*	324	-	324
	Schubert Ensemble*	221	-	221
	Barbirolli Quartet*	90	-	90
<b>Venue Totals</b>		<b>2,629</b>	<b>0</b>	<b>2,629</b>
<b>FINAL TOTALS</b>		<b>6,189</b>	<b>2,453</b>	<b>8,642</b>