

**REPORT OF THE
REGENERATION AND CULTURE
OVERVIEW AND SCRUTINY
COMMITTEE
ON THE SCRUTINY OF THE
BRADFORD
INTERNATIONAL
FESTIVAL 2002**

November 2002



**MEMBERS OF THE REGENERATION AND CULTURE OVERVIEW AND
SCRUTINY COMMITTEE**

Full Members of the Committee – Councillors

Conservative	Labour	Liberal democrat
Cllr Binney Cllr Hanson Cllr Mahmood Cllr Sykes	Cllr Mudd (Chair) Cllr Rangzeb Cllr Seekins Cllr V Slater	Cllr Cole

Alternates - Supplementary list of members, entitled to attend a particular meeting in place of the appointed member.

<i>Conservative</i>	<i>Labour</i>	<i>Liberal Democrat</i>
<i>Cllr Crabtree Cllr Powell</i>	<i>Cllr Amir Hussain Cllr Ryan</i>	<i>Cllr Attenborough</i>

Regeneration and Culture Overview & Scrutiny Committee

Report of the Overview and Scrutiny Committee on the Scrutiny of the Bradford International Festival 2002

November 2002

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Introduction

1. This scrutiny has been carried out in accordance with the arrangements detailed in paragraph 2, Part 3E of the Constitution of Bradford Metropolitan District Council (May 2002).
2. The scope of the scrutiny as agreed by the Regeneration and Culture Overview & Scrutiny Committee at its meeting held on the 9th September 2002 is as follows:

“Bradford International Festival 2002, focusing on the performance of the Council and its contractor, Bradford International Festival Ltd.”

3. The initial proposals concerning the process of the review were also agreed at the above meeting and are detailed in Appendix 1.
4. Public meetings of the committee were held on the 9th September and the 8th October 2002 to take evidence with regard to this scrutiny. At both meetings, reports from officers of the council were received and the public were given the opportunity to submit both oral and written evidence. The written evidence log is detailed in Appendix 2.

Summary of background information

5. Bradford Festival Ltd entered into a contract with the Council for the provision of the Bradford Festival (including the ERDF Funded Summer Festival) 1999 to 2001. The contract sum payable by the Council was originally £250,000 per year. This was later increased to £276,000 for 1999, and £328,000 in 2000 and 2001. The additional sums were for increased health and safety provision and additional programming.
6. The 1999 to 2001 Festival also included European Regional Development Funding of £45,000 in 1998, £109,000 in 1999, £117,000 in 2000, and £154,000 in 2001, a total of £425,000 over four calendar years. The Festival also benefited from collaborations with BBC Music Live in 2000 and 2001.
7. In May 2000 the Council commissioned a 'value for money' evaluation of Bradford Festival ("Positive Solutions"), which reported in October 2000.
8. On 22 May 2001 Executive Committee agreed that expressions of interest be sought from appropriate organisations for the management of the festival programme for 2002 – 4.
9. Expressions of interest were received from 33 organisations. Six business questionnaires were subsequently returned. From a shortlist of three candidates, one withdrew, leaving Bradford Festival Ltd and UZ Ltd. On the 5th October 2001, Executive Committee decided that the Council would enter a contract with UZ Ltd. for the delivery of the festival programme for three years (with an option for a further 2 years) from Summer 2002.
10. A contract sum of £328,000 per annum was agreed. Neither of the short-listed companies would have been likely to benefit from ERDF funding for the 2002 Festival. This is because none of the previously funded elements would have been eligible, and a totally new application would have had to be submitted. It is also unlikely that the BBC Music live partnership would have benefited the 2002 Festival, as events for Music Live 2002 were geared to the Golden Jubilee celebrations.
11. Due to the probable lack of both the ERDF funding and the BBC Music Live partnership, it was not envisaged that the 2002 Festival would be on the same scale as that of 2001. However, the evaluating panel deemed that UZ Ltd had the greater potential to deliver an enhanced festival during the period of the contract.
12. There are three contractual elements to the contract – The Street Festival, the Lord Mayor's Carnival Parade, and the Mela. The Festival contractor is expected to deliver additional attractions, which are not specified in the contract.

13. UZ Ltd. established a locally based subsidiary company, Bradford International Festival Ltd., [BIF Ltd] to deliver the Festival in Bradford.
14. Relevant extracts from the Council's Contract for the delivery of the Festival are given in Appendix 3
15. A progress report was submitted to Regeneration and Culture Overview and Scrutiny Committee on 17 April 2002. This report included the performance targets that would apply to the 2002 Festival.
16. As part of their contract, Bradford International Festival Ltd. have to submit to the Director of Arts, Heritage and Leisure, an annual benchmarking report showing comparisons to other festivals, by 14th September for each year of the contract.
17. By 14th September 2002 performance targets must be agreed between Bradford International Festival Ltd. and the Council. These will be based on significant development from the actual baseline of the 2002 Festival. In addition the draft festival timetable and draft budget for the 2003 Festival must be agreed by that date.

Summary of Evidence Considered

Evaluation Report – Bradford international Festival 2002 (Report of Director of Arts, Heritage & Leisure to the meeting of the Regeneration and Culture Overview and Scrutiny committee held on Monday 9th September 2002).

18. This report commented on the timescale and lead time as follows:

BIF Ltd. had a significantly reduced timescale to establish a base in the District, recruit staff, raise funds, and produce the 2002 Festival. Instead of the usual twelve months lead time, by the time contractual arrangements had been finalised BIF Ltd. had barely six months to prepare. The evaluation of their performance must be seen in this context.

19. This report made conclusions with regard to the positive elements of the Festival and with regard to areas where significant improvements are needed i.e.

“There were many good elements about the 2002 Festival, but there were also several areas where significant improvement is needed.

In particular BIF Ltd should be commended for their management of health, safety and hygiene issues, for the new style of the Lord Mayor’s Carnival Parade; for “Sticky” and “Arka”; for the Mela programme; for the Mela Conference; for Secret Bradford; for the Multi-Faith Open Day; and for the Open House • Studio events.

BIF Ltd need to involve the local community more; give greater depth to the Mela content, including more activities for children and more market and food stalls, and increase the attraction of the Mela to non-Asian audiences; improve the look and programme of the Centenary Square events; and significantly improve marketing and publicity.”

20. In other words, the contractor delivered some areas very well and did not fully meet the required standard in some other areas.

The evaluation against Contractual Objectives was as follows:

21. “[The Company will] **establish the profile, image, reputation and status of the Bradford District as a regional centre for quality cultural events and activities, which attract significant audiences/visitors;**

BIF Ltd. made a good start with “Sticky” and “Arka”, but suffered from the short lead time, the weather and the World Cup.

There is clearly more work to do to fully realise this objective.

22. [The Company will] **raise the profile and promote the positive image of the cultural distinctiveness and diversity of the Bradford District regionally, nationally and, ultimately internationally;**
 The safe operation of the Mela, and the successful management of the events was a credit to BIF Ltd.
 There is clearly more work to do to fully realise this objective.
23. [The Company will] **ensure that the Bradford International Festival Programme contributes to delivering the District's economic and community regeneration programme and works to agreed outputs/outcomes;**
 This was achieved in part.
 There is clearly more work to do to fully realise this objective.
 Most of the agreed outcomes were met or surpassed, though some fell short of the agreed level.
24. [The Company will] **work to ensure community participation in the programme of events and activities, in partnership with the City of Bradford Metropolitan District Council, schools, community and cultural organisations and the private sector;**
 The Company made a good start with the consultation with community arts organisations, and with the Lord Mayor's Procession, but more should be done next year.
 There was considerable room for improvement in the Mela on community involvement.
 The Company made a good start with the private sector, and with more lead time, this objective should be fully realised.
25. [The Company will] **work to ensure effective liaison, co-operation and possible joint marketing with existing Festivals (e.g. Bradford Film Festival, Ilkley Literature Festival etc) and complementary events and activities across the District.**
 There was good partnership working with Bradford Theatres, the National Museum of Photography, Film and Television, and the New Writing Festival and some joint marketing was undertaken.
 There is scope for further development in this area."
26. With regard to all of the above five objectives, it is concluded by the report that there is clearly more work to do to fully realise the objective or scope for further development. To put it another way, none of the contractual objectives were fully and satisfactorily met.

Provision of Bradford Festivals 2002 (Report of the head of Procurement to the meeting of the Regeneration and Culture Overview & Scrutiny Committee held on the 8th October 2002.)

27. This report concluded that the procurement process to establish the preferred contractor to deliver the Bradford Festival 2002-2003 was robust and that improvements should be made within the contract monitoring arrangements.

Comparative information on other Festivals & feedback from people attending the Festival. (Supplied by the contractor to John Botteley, Head of Theatres, Arts and Festivals)

28. The feedback from people attending the Festival included a range of positive and negative comments that included praise for the Mela (particularly the safety and security), the Ark, Secret Bradford, Sticky and the parade and criticism of the parade, the dates of events, short notice, lack of local participation and organisation in the carnival and poor signage.
29. The comparative information from other Festivals highlighted that sponsorship plays a major role in a significant number of other Festivals and that Bradford is unique amongst those Festivals looked at in having a very high proportion of events that are free to attend.

Written evidence supplied by the Reclaim the Festival Campaign

30. A considerable amount of written evidence was submitted by the Reclaim the Festival Campaign. It included copies of the Festival programmes going back to 1987, a letter to councillors on the Regeneration and Culture Overview & Scrutiny Committee, copy of the campaign's newsletter and a detailed critique of the Festival 2002.
31. Generally speaking, no positive comments about the Festival 2002 are made in this evidence. Considerable criticism is made of the procurement process and the performance of the current contractor. Particular concerns are raised about the lack of a suitable benchmarking process linking the current contract to the performance of the previous contractor, the timing of the Festival, the Publicity, the overall content and the Mela. It is alleged that a fundamental breach of contract has taken place and that the current contract should be terminated.

Oral Evidence presented to the committee

32. Much of the oral comments given to the committee re-inforced the comments given in the written evidence from the Reclaim the Festival Campaign i.e. proposing that the existing contract be cancelled with the Festival "given back to the people". Very few positive comments were made. It is worth noting that the majority of the oral comments received would appear to have come from supporters of the Reclaim the Festival Campaign.

Findings and conclusions

The Contract

Findings

33. Concerns arising from the evidence:

- a) Inadequate base line arrangements in that the baseline is to be established on the basis of the first year's performance rather than on the basis of what the Council requires.
- b) The appropriateness of a 12-month termination clause with little clarification about what would constitute a fundamental breach of contract.
- c) No penalties or incentivisation in the contract.
- d) No advisory body required involving say Education, Disability groups, all faith community groups etc. or suggested links with the Regeneration and Culture Overview & Scrutiny Committee
- e) A contract process that had no involvement from key interested parties.
- f) The length of contract (i.e. is 3 years enough for a contractor to establish an improved Festival?)
- g) Questions over when in the cycle any new contract is awarded to ensure any new contractor has a long enough lead in time.
- h) Evaluation and monitoring arrangements with regard to customer satisfaction and related matters were not adequately specified in the contract.
- i) A "soft" contract (but significantly "harder" than previous arrangements for the Festival) with PIs that are not SMART (i.e. Specific, Measurable, Achievable, Realistic and Time Bound) or that can be linked to payments or termination of contract.
- j) Current arrangements fail to address Council Priorities. I.e. a poor steer to the contractor.
- k) The procurement process had to take place within a very tight timescale

Conclusions

34. The existing contract does not meet current procurement good practice policy and it is clear that some of the existing problems are linked to the inadequacy of this contract.
35. It is vital that certain operational improvements (See Recommendations below) are agreed with the contractor with regard to the current contract.
36. With regard to any new arrangements for delivery of the Festival after 2004, given the weaknesses of the present arrangements, a full Options Appraisal is needed to determine the best way for the Council to deliver the Festival. This review needs to report as soon as possible.
37. If the final agreed delivery mechanism is via a contracted out process, the procurement schedule and outline contract needs to be drawn up as a matter of urgency taking note of current procurement best practice policy and the recommendations of this report.

Contractors Performance

Findings

38. Concerns

- a) Contractor failed on disability involvement (ie both access and participation) in the Lord Mayors Carnival Procession.
- b) Very little national press coverage.
- c) Evaluation and performance data collected by the contractor not robust or reliable in part.
- d) A relatively low number of schools and community groups involved compared to previous years. (This is difficult to confirm accurately given the lack of base line data on previous Festivals). It is recognised that the contractor met the contractual target of 12 schools participation but this is a low level of participation given the number of schools in the District.
- e) Some organisations clearly not taking part in Mela because of relatively high costs of participating, running stalls etc.
- f) Other areas where significant improvement is needed as identified in the Report to the Regeneration and Culture Overview & Scrutiny Committee from the Director of Arts, Heritage & Leisure on the 9th September 2002.

39. *Positive*

- a) The contractor has recognised and accepted the criticisms in the Report to the committee from the Director of AH&L on 9th September 2002. This report also detailed the significant positive achievements of the contractors.
- b) Positive feedback from some families and other attendees about the MELA and other Festival events
- c) Positive feedback from the Police about the Mela arrangements
- d) Did well (i.e. organised and delivered a considerable range of activities and events) in spite of the reduced timescale available.
- e) The contractor established and maintained suitable working arrangements with the Public Safety Liaison Group.

Conclusions

- 40. A lot of subjective views about the relative success/failure of the Festival 2002 have been submitted as evidence with very little in the way of objective evidence. In addition there is the lack of suitable pre determined base line data. Hence, whilst it is not possible to come to the conclusion that a fundamental breach has occurred, the evidence received did point to significant dissatisfaction that was not confined to those with a 'vested interest'. The contractor must do better.
- 41. Significant improvements need to be made by the current contractor to rectify the weaknesses identified so as to produce a significantly better Festival in 2003. (See Recommendations below)

Executive Performance

Findings

42. *Concerns*

- a) Targets for 2003 were agreed with the contractor as required by the contract on Sept 14 2002 based on evaluations and performance data that were, in part, unreliable and not robust.
- b) A contract variation re a new advisory body was agreed by Officers without any consultation with the Regeneration and Culture Overview & Scrutiny Committee and before the Scrutiny Report has been published.

- c) Inadequate quality of monitoring arrangements. Although the officer in AH&L responsible for monitoring the contract involves and consults with a number of key external bodies as part of the monitoring arrangements, other key council departments such as Legal and Procurement are not apparently formally involved.
- d) Priorities of the Council not clearly identified to the contractor.
- e) The process of choosing Peel Park as the site of the Mela was not a clear and transparent one.

Conclusions

- 43. Given the wide range of concerns raised in the evidence about the existing arrangements for delivering the festival, the Executive needs to satisfy itself that the current delivery arrangements are “best value”.
- 44. In relation to the existing contractor, the Executive needs to be explicit with regard to the Council’s required outcomes and how these fit in with Council Priorities. In addition, it should ensure that any significant amendments to the existing contract are made in the light of the recommendations of this report.

General Conclusions

- 45. The balance of the evidence seen and heard by the committee can only lead to the conclusion that the 2002 festival did not achieve its full potential. In some respects this amounted to some failures on the part of the contractor but in others relates to less than satisfactory procurement and contract management practices on the part of the council. It is encouraging that both parties appear to be prepared to recognise this and to accept the need for improvement. This gives us the basis for moving forward.
- 46. There is a need for all interested parties to work together to ensure the success of future festivals. The committee have been impressed by the enthusiasm and commitment shown by a wide range of people and hope that this can be better directed and harnessed in the general interest of a better festival. The recommendations made in this report if adopted will improve communication between the company contracted to deliver the festival and those whose active participation is vital if it is to be a success. This is the key above all else to better performance and a greater degree of community involvement. The festival belongs to Bradford and will only work if Bradford people get behind it and feel a sense of ownership. The committee would like to send a message to the company to make sure it engages fully with local people but also to local people to get involved in a constructive and positive way.

47. One of the most important recommendations concerns the future of the festival after the current contract expires. The committee believes that preparation for this should begin as soon as possible and that all options should be re-considered. In deciding on the best way forward the council must seek the views of all interested parties and ensure that its decisions reflects its core objectives in relation to social inclusion, the local economy and community cohesion. The festival has and continues to play a vital role in bringing Bradford's diverse communities together in understanding and harmony. As a jewel in the District's cultural crown, the festival deserves and must be treated in a manner befitting its precious status.

RECOMMENDATIONS

48. EXISTING CONTRACT & CONTRACTOR FOR FESTIVAL 2003

1. The evaluation methods used by the contractor to determine key performance data to be statistically robust and agreed with the Council in advance.
2. The Contractor to establish an action plan in agreement with the relevant disability bodies that covers “access for all” and “participation for all”.
3. The Contractor to ensure that organisations are not deterred from participating in the Mela because of the cost. The package and level of charges to be in effect the same as or an improvement on Festival 2001.
4. National press coverage of the Festival to be achieved
5. A programme of regular updates and liaison between the contractor, the client side and the Regeneration and Culture Overview & Scrutiny Committee to be agreed.
6. The monitoring of the contract to be conducted by the Director of Arts, Heritage & Leisure, the Director of Scrutiny & Performance Management, the Director of Legal & Democratic Services and the Director of Finance with quarterly meetings with the contractor to discuss performance etc
7. Future performance targets to be only set once the contractor has supplied full details of the current year performance targets.

49. EXECUTIVE

8. A full Options Appraisal of the Festival Arrangements to be completed by the Director of Scrutiny and Performance Management by July 2003. This Appraisal to examine the link between the aims of the Festival and Council Priorities and to explore all procurement options including the establishment of a locally based not for profit trust.
9. Without prejudice to the possible outcomes from Recommendation 8, work should start on drawing up a new specification that addresses the recommendations expressed in this report.
10. The Executive to make an urgent decision about the site of the Mela in 2003, which is informed by the views of effected residents, The Public Safety Liaison Group, the Police etc

50. FUTURE CONTRACTS

11. Any future contracts for the delivery of the Festival to be informed by current procurement best practice policy, the Council's Procurement Protocol – Employee Issues (A Code of Good Practice)(Jan 2002) and to address the following issues:
- a. The aims of the Festival together with the required general outcomes and their links to Council Priorities to be clearly specified by the Council in the tendering process and in the contract itself.
 - b. The process of awarding the contract to include seeking views from key interested parties (eg the membership of the Advisory Group detailed in (e) below and interested stakeholders.)
 - c. Performance Indicators to be SMART (i.e. Specific, Measurable, Achievable, Realistic and Time Bound) and linked to an incentivised payments scheme or a scheme with penalties for poor performance.
 - d. Contract length to be 3 years with an option to extend for two years.
 - e. Advisory group to the Festival to be established with representatives from;
 - i. All Faith Communities
 - ii. Disability groups
 - iii. Education & Schools
 - iv. Community groups
 - v. Business community
 - vi. Bradford Vision
 - f. Comparative baseline established by the Council with clear year by year targets for the contractor
 - g. "Breach of contract" and the circumstances it which it will be applied to be clearly defined.
 - h. Contract to be monitored by the Director of Arts, Heritage & Leisure, the Director of Scrutiny & Performance Management, the Director of Legal & Democratic Services and the Director of Finance with quarterly meetings with the contractor to discuss performance etc

Regeneration and Culture Overview & Scrutiny Committee

Scrutiny of Bradford International Festival

September 2002 (Revised 9 September 02)

1. Subject of Scrutiny

Bradford International Festival 2002, focusing on the performance of the Council and it's contractor, Bradford International Festival Ltd.

2. Interested Parties and means of obtaining views

	Name(s)	Organisation/body	Means of obtaining views
a		General Public	<ul style="list-style-type: none"> • Committee meeting – 9 Sept 02. • Comments invited from public via press release.
b		Bradford International Festival Ltd	<ul style="list-style-type: none"> • Committee meeting – 9 Sept 02. • Further meetings of committee ?
c	Jane Glaister John Botteley	Arts, Heritage and Leisure	<ul style="list-style-type: none"> • Report to Committee meeting – 9 Sept 02. • Further meetings of committee?
d	David Kennedy	Assistant Chief Executive	<ul style="list-style-type: none"> • Report to Committee meeting – 9 Sept 02. • Further meetings of committee?
e	Cllr Simon Cooke	Portfolio Holder	<ul style="list-style-type: none"> • Committee meeting – 9

			Sept 02. <ul style="list-style-type: none"> • Further meetings of committee?
f	Cllr Mukhtar Ali	Labour Group spokesperson.	<ul style="list-style-type: none"> • Committee meeting – 9 Sept 02. • Further meetings of committee?
G		Some or all of the organisations consulted with by John Botteley in his report	<ul style="list-style-type: none"> • Written comment invited • Input at further meeting of committee • Plus ?

3. Relevant documentation

	Document	Comments
a	Doc D – Evaluation Report I Bradford International Festival 2002. (Report contact John Botteley)	Presented to committee on 6 Sept 02
b	??	

4. Timetable

Date	Event	Comments
6 th September	Meeting of Regeneration and Culture Overview & Scrutiny Committee	Receiving officer report (Document (a) above)
18 th September	Deadline for comments from the public (and officers?)	
8 th October	Meeting of Regeneration and Culture Overview & Scrutiny Committee to receive further evidence.	
?	Final report to be agreed by Regeneration and Culture Overview & Scrutiny Committee	

APPENDIX 2**Regeneration and Culture Overview & Scrutiny Committee***Scrutiny of Bradford Festival 2002***Written evidence log**

	Evidence	Distributed to:	Date	
1	Report of Director of Arts, Heritage and Leisure – Evaluation Report on Bradford International Festival 2002.	Public document to committee meeting	9 th September 2002	
2	Report of the Head of Procurement – Provision of Bradford Festivals 2002-2004	Public document to committee meeting	8 th October 2002	
3	Documents supplied by contractor to John Botteley, Head of Theatres, Arts and Festivals.	Members of committee	2 October 02	
3	Documents (1) supplied by Reclaim the Festival Campaign	Members of committee	4 October 02	
3	Documents (2) supplied by Reclaim the Festival Campaign	Members of committee	18 October 02	
4	File of background documents supplied by Reclaim the Festival Campaign	Members of committee notified that file is available to consult	18 October 02	

EXTRACT FROM BRADFORD FESTIVAL CONTRACT

SCHEDULE 2 - The Events

The core activities of the Bradford International Festival programme are shown below but the Company will be expected to offer a range of other events which add significant value to the programme:

Bradford Festival Mela

A free 2 day event expanding on the traditions of the Asian sub-continent and celebrating in particular the role of the communities of Asian origin in the City. An electric mix of performance areas and acts, music, children's entertainment, food and market stalls and display areas.

Lord Mayor's Parade

A pageant, in the carnival tradition, representing the community, business and diverse interest groups of the City taking place in the City Centre's streets and precincts.

Street Festival

The provision of a summer season of free high quality, culturally diverse and accessible entertainment and arts events creating a vibrant atmosphere in Centenary Square and the central precincts of Bradford. The street festival in Centenary Square will include a major arts/entertainment event over 2 days.

SCHEDULE 3 - Festival Objectives

1. The Council's objectives for the Festival are that they:
 - Establish the profile, image, reputation and status of the Bradford District as a regional centre for quality cultural events and activities, which attract significant audiences/visitors;
 - Raise the profile and promote the positive image of the cultural distinctiveness and diversity of the Bradford District regionally, nationally and, ultimately internationally;
 - Ensure that the Bradford International Festival Programme contributes to delivering the District's economic and community regeneration programme and works to agreed outputs/outcomes;
 - Work to ensure community participation in the programme of events and activities, in partnership with the City of Bradford

Metropolitan District Council, schools, community and cultural organisations and the private sector;

- Work to ensure effective liaison, co-operation and possible joint marketing with existing Festivals (e.g. Bradford Film Festival, Ilkley Literature Festival etc) and complementary events and activities across the District.

The Company will ensure that these objectives are delivered.

2. The Company will:

- Bring new art to new audiences;
- Promote public access to professional art;
- Support artists through commissioning and presenting their work;
- Encourage social inclusion through participation, ownership and diversity;
- Support cultural diversity;
- Offer accessibility to all cultures and communities;
- Pursue excellence and innovation;
- Establish creative programmes and links with the rest of Europe and with international partners;
- Encourage repeat visits to the City and the region;
- Provide a cultural experience free to the public;
- Nurture educational opportunities;
- Forge new relationships;
- Identify 'partnership' roles and responsibilities;
- Develop the brand "The Bradford International Festival" through marketing & PR;
- Develop the Festival as a major platform and asset as part of the City's bid for the European Capital of Culture in 2008;
- Be an exemplar for other festivals in the UK and the rest of Europe;
- Establish the identity of the Events through programming;
- Increase the level of programming;
- Continuously improve the quality of the Events;
- Raise the profile of the Events through high quality programmes, educational activity, community involvement and marketing;
- Implement and ensure longevity of its education policy;
- Create artistic excellence and new works with professional companies and communities;
- Establish a festival organisation in the City, staffed where possible, by local people with knowledge of the City and region;
- Involve the community and increase participation;
- Attract new visitors to Bradford District from the Yorkshire and Humberside region, the rest of the UK and from abroad;
- Enhance the experiences of the local audience, visitors, sponsors and those involved in the creation and development of the event;
- Secure private sector support;
- Secure public sector support;

- Ensure that the Festival dovetails with the Council's arts and cultural strategies.

SCHEDULE 4 – PERFORMANCE TARGETS

2002 Performance Targets

Additional Funding generated:	50% additional funding generated for the 2002 Festival above the Bradford Council sum of £328,000+Yorkshire Arts funding of £25,000.
International Content :	30% of whole programme (to be assessed by Head of Theatres and Festivals)
Attendance Target levels:	New European Film Festival
2,000	European Street Arts Festival
50,000	Euro Mayors Parade
20,000	Mela Conference
100	Bradford Mela
100,000	
Target Audience Profile	Bradford District
80%	Regional (Yorks / Humberside)
15%	Other UK Area 3%
	Overseas/ Outside UK 2%
Satisfaction levels [%]	Met my expectations
75%	
from audience and market research:	Exceeded my expectations
15%	
Overnight stays during 2002 Festival	400 bed-nights
Jobs created for 2002:	200 Jobs (6 Full time and 194 ft/pt/temp for duration of the actual events)
Minimum turnover target for Year End Sept 2002	£ 530,000 (excluding Vat)

An annual benchmarking report showing comparisons to other festivals will be produced for the Director of Arts Heritage and Leisure on all available criteria by 14th September for each year of the contract.

2003 Performance Targets

These will be agreed in writing between the parties by 14th September 2002 based on significant development from the actual baseline for the 2002 Festival.

2004 Performance Targets

These will be agreed in writing between the parties by 14th September 2003 based on significant development from the actual baseline for the 2003 Festival.