

**Manchester City Council
Report for Resolution**

Report to: Resources and Governance Scrutiny Committee – 18 July 2024
Executive – 24 July 2024

Subject: Factory International at Aviva Studios

Report of: Deputy Chief Executive
Strategic Director (Growth & Development)

Summary

The purpose of this report is to update on the delivery of Aviva Studios – home of Factory International, including completion of the construction programme and working with Factory International on the ongoing management and performance of the venue.

Recommendations

The Resources and Governance Scrutiny Committee is recommended to:

1. Note and comment on the report and endorse the recommendations being made to the Executive.

The Executive is recommended to:

1. Note the completion of the construction phase of Aviva Studios, home to Factory International, and the wider economic, cultural and social benefits to Manchester including the contractual arrangements underpinning its operations.

2. Note the progress made by Factory International moving into the operational phase of Aviva Studios including employment, training, education and creative engagement programmes.
3. Request Factory International to report back to Economy and Regeneration Scrutiny Committee in 12 months on the performance of the business plan, sponsorship, artistic and cultural programmes to ensure Factory International's continued success.
4. Approve the restructuring of the arrangements with Allied London in respect of the Riverside Site and delegate authority to the Strategic Director, Growth & Development and the City Treasurer to negotiate and finalise the detailed terms of the arrangements.
5. Authorise the City Solicitor to enter into any and all agreements necessary to give effect to the recommendations herein.

Wards Affected: Deansgate

Manchester Strategy outcomes	Summary of how this report aligns to the Our Manchester Strategy/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	By supporting a diverse and distinctive economy and attracting clusters of related creative industry activities, Factory International will create jobs and opportunities, accelerate economic growth in the region and play an integral part in helping Manchester and the North enhance and diversify its cultural infrastructure and the visitor economy. The Council will develop a Creative Enterprise district proposal (through the Greater Manchester Trailblazer/ Investment Zone) to support and incentivize creative SME co-location and maximise

	<p>training and educational opportunities in the area. The first phase of Enterprise City includes the Goods Yard, ABC Building, Globe Building, Transmission, together with the creation of a Tech Hub in the Bonded Warehouse. Enterprise City is an integral element of St. John's, creating a new cluster of innovative city centre workspaces that support the growth of the City's economy. A Levelling Up grant of £17.5m has been awarded and work has started on the refurbishment of the listed Upper and Lower Campfield Markets buildings as an extension of the Bonded Warehouse Exchange Tech Hub.</p>
<p>A highly skilled city: world class and home grown talent sustaining the city's economic success</p>	<p>Through world class and home-grown talent sustaining the city's economic success, Aviva Studios will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment. New direct jobs of 168 FTE staff and 176 FTE venue and performance related jobs (344 FTEs in total) will work within the venue each year. Furthermore, Aviva Studios will support a clustering impact resulting from the venue accelerating the city's role as a centre for creativity, attracting both producers and specialist supply chain companies keen to locate in the local economy. After year 10, Factory International is expected to support over 1,500 FTE jobs because of these clustering effects driven by Aviva Studios, and up to £1.1bn will be added to Manchester's</p>

	<p>economy. Factory International has levered £106.5m new Exchequer investment into Manchester. Factory International is leading on a consortium approach to training and skills, developing partnerships with the city's Cultural, Further and Higher Education (FE/HE) Institutions and will further support the city's drive for high calibre graduate talent retention through job creation programmes. It will act as a UK leader in the creative sector/FE/HE led training to expand access for Manchester's young people into creative jobs.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>Making a positive contribution by unlocking the potential of our communities, Factory International and wider St. John's development will create a vibrant new neighbourhood based around the former ITV: Granada Studios site. The intention is to encourage independent, niche, and creative uses and businesses with new office, cultural, workspace and leisure development with residential units. The presence of Factory International as a 'cultural anchor' has already had a catalytic effect in terms of reimagining the creative redevelopment of the Science and Industry Museum site and the Upper and Lower Campfield Markets as a creative district. Aviva Studios will build new diverse younger audiences from within Manchester and beyond, combined with expanded, more mature established arts audiences.</p>

<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>As a destination of choice to live, visit and work, Aviva Studios will benefit from excellent public transport connectivity, ensuring the site can be easily accessed by visitors. In a non-festival year, Aviva Studios will attract 850,000 visitors per annum with 650,000 drawn from within the Greater Manchester area. In a festival year the total will increase to over 1 m visitors as additional audiences of 300,000 will attend performances across the city. Around 800,000 will be drawn from the Greater Manchester area and 350,000 visitors from elsewhere. Sustainable design and development principles are embedded into the scheme. The benefits of cultural investment are much broader than the direct impact of expenditure by visitors, with cultural activities making an important contribution to community engagement and initiatives targeted at young people, older people, under-represented and disadvantaged groups.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>Through world class infrastructure and connectivity to drive growth, Aviva Studios will benefit from strong public transport links with access to both rail and Metrolink stations and a choice of multi-storey car parks for visitors. The development will be well served by new pedestrian walkways and cycle routes. This will include the recently opened replacement Prince's Bridge scheme, improved pedestrian</p>

	connectivity as part of the Enterprise City developments, and proposals by the Science and Industry Museum, which will provide residents with improved linkages to surrounding neighbourhoods and city centre districts. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.
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Financial Consequences – Revenue

The additional regeneration of the wider St John’s area, of which Factory International at Aviva Studios is a key anchor, generating an additional £1.295m in business rates in 2022/23 which is projected to increase as further developments are delivered and is contributing directly to the Council’s revenue budget.

The naming rights agreement with Aviva Studios was concluded in May 2023. After the fulfilment and costs, with the recommended funding split of 50:50 to support the sustainability of Factory International, will see £14m paid to the Council over the life of the agreement. This will be used to contribute to the financing of the construction project. The £2.6m philanthropic income raised to date will also be used to fund the construction project. It is estimated that over the life of the lease over £80m income will be raised for MCC from naming rights and other building sponsorships.

Financial Consequences – Capital

The report outlines the significant direct, economic, cultural, and social value benefits that are being secured.

The project is being delivered via a Management Contracting approach and the works have been constructed by a number of different works package contractors.

Practical Completion was achieved on 28th March 2024 with the final accounts for each work package being agreed on a package-by-package basis.

The project is anticipated to be delivered within the approved capital budget of £247.697m (consisting of main construction £240.990m and public realm construction of £6.707m) however the final outturn will only be known when all the package accounts are finalised.

Of particular importance is the long-term relationship with Factory International on fundraising, sponsorship and naming rights income. The principles of the naming rights agreement for Aviva Studios will both contribute to the repayment of the MCC capital investment and also secure the longer-term financial viability of Factory International.

A longer-term arrangement between Allied London and the Council will promote the completion of the redevelopment of the area, the repayment of the loan and ongoing income generation over a period of time. This will contribute to the repayment of MCC investment and support the operation of Aviva Studios

Contact Officers:

Name: Pat Bartoli
Position: Director of City Centre Growth and Infrastructure
Telephone: 0161 234 3329
E-mail: pat.bartoli@manchester.gov.uk

Name: Paul Marshall
Position: Deputy Chief Executive
Telephone: 0161 234 3087
E-mail: paul.marshall@manchester.gov.uk

Name: Becca Heron
Position: Strategic Director, Growth & Development
Telephone: 0161 234 5515

E-mail: rebecca.heron@manchester.gov.uk

Name: Jared Allen

Position: Director of Capital Programmes, Corporate Estate and Facilities

Telephone: 0161 234 5683

E-mail: jared.allen@manchester.gov.uk

Name: Tom Wilkinson

Position: City Treasurer

Telephone: 07714 769347

E-mail: tom.wilkinson@manchester.gov.uk

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the Contact Officers above.

The Factory/Aviva Studios

- Report to The Executive 29 July 2015 – The Factory Manchester
- Factory Manchester Project Overview 31st May 2016
- Report to The Executive 26 July 2016 – Updated Draft St. John's Strategic Regeneration Framework and Factory Manchester
- Report to The Executive 11 January 2017 – Updated Draft St. John's Strategic Regeneration Framework and Factory Manchester
- Report to The Executive 26 July 2017 – Factory Manchester
- Report to The Executive 21 March 2018 – St. John's Proposals including Factory Manchester
- Report to The Executive 30 May 2018 – Capital Programme – Proposed Increases

- Report to The Resources and Governance Scrutiny Committee 8 November and to The Executive 14 November 2018 - The Factory
- Report to The Resources and Governance Scrutiny Committee 20th July 2021 – The Factory, St. John’s – Delivery Update
- Report to The Resources and Governance Scrutiny Committee 20th July 2023 and The Executive 26th July 2023 – The Factory, St. John’s – Delivery Update
- Report to the Economy and Regeneration Scrutiny Committee 6th February 2024 – Manchester International Festival 2023 and Aviva Studios Opening Season

St John’s

- Draft Quay Street and Water Street Development Framework February 2012
- Report to the Executive 14 March 2012 – ITV/Quay Street Regeneration Framework
- Report to the Executive 29 October 2014 – ITV/Quay Street Regeneration Framework
- Draft St Johns, Manchester Strategic Regeneration Framework October 2014
- Report to The Executive 13 February 2015 – ITV/Quay Street (St. John’s) Regeneration Framework Consultation
- St Johns Strategic Regeneration Framework February 2015
- St. John’s Strategic Regeneration Framework Update November 2016

1.0 Introduction

- 1.1 Aviva Studios, home to Factory International, has reached practical completion. The recent opening programme starting with the international festival in June 2023 has further boosted Factory International's profile and placed Factory International firmly on the international cultural map, at the heart of the St John's regeneration area.
- 1.2 This report provides an update on progress with delivery of Aviva Studios, including the capital cost of the building, social value benefits and the role of Factory International, indicating moving into the next phase of delivery following practical completion of the construction project. The report also provides an update on delivering the St John's regeneration area.
- 1.3 Factory International has levered £106.7m of national public funding into Manchester made up of £78.05m HM Treasury investment, and £7m Arts Lottery, £21m Kickstart Capital from the Cultural Recovery Fund and £620k additional ACE grant funding.
- 1.4 Up to £1.1bn will be added to Manchester's economy after 10 years of operation, capturing the benefits associated with direct employment and visitor spending, productivity, dynamic clustering, social value, and amenity value.
- 1.5 The Bonded Warehouse is home to the Exchange Tech Hub which is supported by DCMS and work is well underway on the £17.5m Levelling Up expansion of the Exchange Tech Hub, which is expected to be completed by March 2025. Its completion will create an additional 4,000 jobs in the listed Upper and Lower Campfield Market buildings on Liverpool Road.
- 1.6 The two co-living residential buildings on Water Street will provide 765 apartments and a total of 1,676 bedspaces and over 21,500 sq feet of co-working space with each tower containing two, three or four bedroomed co-living apartments and 131 affordable tenures. Tower 1 is complete and occupied, with Tower 2 being completed later this year.
- 1.7 The focus of the Enterprise City Estate over the next 12 months will be the opening of new leisure and retail spaces, which will help activate the area and drive footfall. Soho House and Mollies are due to be completed before the end of 2024, and the summer will see the opening of Caravan, a casual restaurant, a new pub and Courts Club, tennis and basketball courts with a food and beverage offer. The opening up of Grape Street will improve access into Enterprise City, including Aviva Studios, and will include a new seven-unit food and beverage and retail offer. This will be complete by the Autumn.
- 1.8 The Museum of Science and Industry are continuing their site wide programme of restoration and modernisation, with work completed on the 1830 Station and ongoing on the new warehouse. The Museum are in the process of developing proposals for the 1830 Warehouse and the opening up

of their lower yard, to better connect the St. John's and Castlefield areas and provide activation and additional commercial opportunity.

- 1.9 Aviva Studios itself provides a world-class performance space and a permanent home for Factory International in an all-year-round venue with a rich blend of ticketed and free events inside the building and the surrounding public spaces.
- 1.10 The public opening of Aviva Studios exceeded expectations. 'Free Your Mind' was a huge critical and public success, with most shows sold out to a wide and diverse range of Manchester audiences. 100% of audience target numbers were achieved, though a high uptake of discounted tickets meant that 80% of income targets were achieved, offset by the over-performance of income for You, Me and the Balloons.
- 1.11 Press responses to the shows were overwhelmingly positive, and the impact in the cultural sector and more widely in the city has been beyond expectations.
- 1.12 Across the first weekend of the opening campaign Factory International achieved over 900 items of news coverage, inclusive of 653 National pieces, 119 Local and 155 International. Free Your Mind received a very positive response, with a high number of four and five star reviews. A repeated word to describe the show has been 'triumph' and the flexibility of Aviva Studios was also mentioned in many reviews.
- 1.13 The Welcome – which has been entirely programmed by local Manchester residents - opened from November 2023, reaching a wide range of Manchester communities, with targeted events and activity for residents to be involved with a key ticketed event, Afrique en Cirque, surpassing box office targets.
- 1.14 The creative industries are the fastest growing sector in Manchester, making an annual contribution to the city's economy of around £1.4bn. Since 2018 the growth in business rates generated within the St Johns area totals £327k which will grow to £830k p.a. Under the 100% business rates growth retention pilot the additional income has been retained in Manchester and is supporting the Council's revenue budget.

2.0 The Construction Project

- 2.1 The original Social Value Plan for the construction project was collaboratively developed by Laing O'Rourke (LOR) in consultation with Manchester City Council and Factory International in 2017 and outlined key priority themes and social value key performance indicators for Manchester City Council.
- 2.2 These targets were realigned in June 2021 to support the economic recovery of the city post pandemic to target the creation of new jobs, new apprenticeships and Kickstart placements for Manchester residents first.

2.3 Over a five-year period, the delivery of the project's Social Value plan has brought numerous distinct social value initiatives to life that have given Manchester and Greater Manchester resident's opportunities to develop skills, gain employment and engage with Factory International before it opens its doors.

2.4 Results against key project original and realigned KPIs is noted below:

- 86% of construction spend was within Greater Manchester (GM) against a target of 50%. Due to the highly specialist and unique nature of the works the supply chain base and capability to deliver these works is not present in Manchester and a GM target was applied.
- 56% GM Local Labour - 13% Manchester and 43% GM against a GM target of 50%. Given the base of the supply chain is predominantly GM, this limited the existing Manchester-based workforce. However, there was a focus on Manchester residents where jobs were being created.
- 25 New Jobs - 17 Manchester residents and 8 GM residents. New employment opportunities were not a KPI in the original contract until the project social value KPI's were realigned in July 2021. New jobs have been actively promoted through pre-employment programmes and recruitment brokerages identified by Manchester City Council Work and Skills team to target recruitment of Manchester residents as a priority.
- 29 New Apprentices - 12 Manchester residents and 17 GM residents against a GM target of 25.
- 25 Retained Apprentices - 4 Manchester residents, 21 GM residents against a GM target of 25.
- 65 Education Activities - Engaging over 5,000 students and 20 local education establishments in 'STEAM' science, technology, engineering, the arts, and math's and careers activities.
- 56 Work Experience Placements - Including the bespoke Factory work experience programme with Manchester schools and Manchester Adult Education Placements.
- 260 People Provided Employability Support, which included The Factory Kickstart Construction Scheme and learning initiatives with Manchester Adult Education Service.
- 100 Community Activities, including specialist support projects with the Science and Industry Museum, Castlefield Forum, Homelessness initiatives and support to Factory International.

3.0 Factory International Project Update

3.1 Factory International has attracted significant government investment of £106.7m, alongside £9.8m per annum of Arts Council England revenue funding to ensure the success of the facility. It should be noted that the original budget was set in 2015, based on benchmark costs, to secure the government funding package. This was prior to any detailed site

investigations or design work and proved to be inadequate to fund a project of this size, scale and complexity. Leaving aside the complexities of the project, adjusting for inflation alone during this period using ONS construction indices would have increased the budget by c. £40m.

3.2 Land Acquisition

- 3.2.1 There was a separate budget to acquire the 999-year lease from the Science and Industry Museum and the freehold interests from Manchester Quays Limited. It also included a loan of £5.1m on market terms to secure the Riverside site for Factory International and the construction compound of which £800,000 has been repaid in line with the agreements.
- 3.2.2 The development of the adjacent Riverside site and the addition of the residential tower continues to promote the development of the new neighbourhood. The Council and Allied London entered into a loan arrangement on market terms to secure the Riverside Site for Factory International, of which £4.3m is owing to the Council. The Council and Allied London have since been engaged in discussions to consider the uses of the remaining site adjacent to Aviva Studios to complement and enhance the prospective offerings by Factory International. It is proposed that a longer-term arrangement between Allied London and the Council is now entered into to promote the completion of the redevelopment of the area.
- 3.2.3 This will involve restructuring the loan arrangements to provide for repayment of the Council investment over a longer period of time alongside further income generation opportunities to support the budget and operation of Aviva Studios. The terms of the arrangements will involve inter alia the transfer of the freehold interest to the Council; a long lease to Allied London for a term of 25 years to use the site for public realm and uses within class E alongside an option to purchase/right of preemption and overage provisions.

3.3 Capital Update

- 3.3.1 As at the last report to RAGOS the approved capital budget (including public realm construction is £247.697m as set out in the table below.
- 3.3.2 The construction element of the build (including public realm construction) final totals will only be reached when all the package accounts are finalised. Capital spend to date is £241.899m.
- 3.3.3 The project is anticipated to be delivered within the approved capital budget of £247.697m.
- 3.3.4 The construction budget also includes a settlement figure from LOR to MCC for late completion of the construction phase, which is included in the current capital out-turn forecast.

Factory-Construction Costs	Budget £'000	Spend to Date £'000	Balance £'000
Construction costs	199,726	194,636	5,090
Professional fees - capital	30,375	29,879	497
Client costs - capital	10,460	10,366	95
Pre-construction costs - capital	429	422	7
Capital Construction Total	240,990	235,302	5,688
Public Realm-Construction	3,822	3,764	58
Public Realm - other	2,885	2,833	51
Total Public Realm	6,707	6,597	110
Total Capital Budget	247,697	241,899	5,798
Revenue	1,282	1,212	70
Overall Budget for Construction & Public Realm	248,979	243,112	5,867
Strategic Acquisitions	1,286	1,286	-
MQL Loan	4,300	4,300	-
Factory Fit Out	7,800	6,669	1,131
Total Overall Budget (inc Revenue)	262,365	255,367	6,998

3.4 Public Realm

3.4.1 The £6.7m budget for public realm works in the St Johns Quarter included a virement from the Factory International construction budget of £782k to complete the works, including the undercroft of Factory International, finishes to Water Street within the site boundaries and all works to both River Square which provides the setting for the MIF23 Festival space and City Square, providing an appropriate setting for Aviva Studios. The total project cost is expected to be £6.7m.

3.5 Construction Project – Position at Practical Completion

3.5.1 As of March 2024, the building has achieved practical completion. Since the last update to Committee in July 2023:

- Static completion was sufficiently achieved in June 2023, in order to ensure building readiness for the opening of MIF23.
- Factory International have remained in the occupation under licence since this date and continued with their opening season and the first public performance, 'Free Your Mind' directed by Danny Boyle, was staged during October/November 2023 followed by various activities during 'The Welcome'.
- Various further activities continue to be delivered by Factory International from the venue.

3.5.2 As previously reported, the building comprises of a number of highly complex systems, which as we move into the 12 month 'making good defects' period following practical completion, will require work to correct reported defects and snagging. These include:

- The completion of the complex commissioning arrangements for the building management systems to provide optimum functionality for the operation of the building during the first full year of occupation.
- Agreeing the final accounts for the management contractor costs.
- Agreeing the final accounts for the work packages. As with any major construction project there is always a period of time between completion of the building and agreeing all the costs in the final accounts.
- Completing and rectifying any operational issues with the unique installations within the building including the proscenium doors and large acoustic movable partitions.

3.6 Contractual Arrangements

3.6.1 As noted in previous reports the following key agreements are in place or will be in place (with other ancillary arrangements) to support the operation of Aviva Studios by Factory International.

3.6.2 It is expected the execution of these agreements will signal the next phase of Aviva Studios following practical completion of the construction element.

3.6.3 These arrangements include:

Agreement for lease and lease. The Agreement for Lease has been completed and the Lease which sets out the detailed terms of Factory International's occupation of Aviva Studios for 30 years is due to be signed imminently.

Management Agreement. The Council previously agreed to the payment of £1.5m per annum for a period of 10 years. The payment is in consideration of Factory International operating and managing the venue and achieving various cultural KPIs (Key Performance Indicators) on behalf of the Council.

Funding Agreement between ACE and Factory International. This provides for the payment of £9.8m per annum funding from Arts Council England and other government grants.

Naming Rights Agreements between Aviva and the Council. This governs the sponsorship arrangements and payment of fees in consideration of naming rights and other benefits, for example, tickets. As set out in an earlier report, the Council agreed to a 50:50 split of the proceeds of the Naming Rights funding, following the costs of fulfilling the arrangement with Aviva. This was specifically agreed to ensure the ongoing sustainability of the FI business plan.

Delivery Agreement between Aviva, the Council and Factory International.

This provides for Factory International's commitment to supporting the Council to deliver and meet its obligations under the Naming Rights arrangements.

Agency Agreement between the Council and FI. This governs the relationship in respect of identifying sponsors, fundraising arrangements, the targets to be achieved and further contributions towards capital in respect of Aviva Studios. This will be a long-term relationship to enable a significant proportion of the Council's capital to be repaid alongside ensuring financial sustainability for Factory International.

3.6.4 Factory International has indicated to the Council they have incurred operational costs resulting from the delay to the completion of the project. The council is actively working with Factory International and ACE to consider the structure of support required in Factory International's journey to operational success. This may include reprofiling the funding to be paid to Factory International under the terms of the Management Agreement.

3.6.5 Finally, The Factory Trust was established with a focus on activities taking place within and connected to Factory International. It has supported philanthropic fundraising activities connected to the capital build and has led on such fundraising activities which underpin the skills and educational elements being driven by Factory International and wider strategic efforts to ensure the venue is accessible to all.

3.7 Fundraising Strategy

3.7.1 Philanthropic funding – to date a total of £2.6m has been raised. As the building has now opened, opportunities for further philanthropic funding to support the capital costs are limited, and philanthropic funding is now focused on a blended approach of capital and revenue with Factory International.

3.7.2 Due to the building's completion, the contract with the philanthropic fundraising team has ended.

3.7.3 Work continues with OVG to sell naming rights on the other spaces in the building (The Warehouse and The Social) and discussions with a number of organisations are underway on this.

3.7.4 As previously reported to RAGOS and the Executive, Council officers are working with Aviva and Factory International on the delivery of the Aviva Studios naming rights contract. This income is an important contributor to the funding of the capital costs incurred.

4.0 **Factory International Update**

4.1 Aviva Studios provides a permanent home for Factory International and Manchester International Festival (the biennial festival). Building upon their

expertise in delivering high profile complex productions, Factory International is expanding to deliver new audiences, community engagement, fundraising, financial management, artistic planning, creative development, production and technical capabilities to support an ambitious and internationally renowned programme.

- 4.2 Factory International will bring jobs, skills, training and creative opportunities as a major employer in the city and city-region. Approximately 142 new permanent jobs have already been created for Factory International since 2018. There are over 150 permanent roles at Factory International, with more than 300 additional members working across Front of House, Technical, Production and Ticketing teams. Factory International will also continue to provide significant employment opportunities for freelancers - engaging with approximately 2,000 freelancers when running the biennial festival and year-round programme.
- 4.3 Factory Academy is now in full force, with a wide range of courses underway, and a strategy for regional expansion in development. A wide range of activity in schools continues alongside all productions, as well as development opportunities for young artists, and a comprehensive range of community engagement.
- 4.4 **Consortium Relaunch** – In May 2024 Factory Academy joined forces with Creative UK to welcome over 40 attendees representing 34 different creative, cultural and educational organisations in GM. They gathered to re-energise and refocus the work of the Greater Manchester Cultural Skills Consortium through consultation with members. The GMCSC works on behalf of GM. It powers activity designed to generate opportunities to encourage under-represented groups to work and progress within the creative industries. The event will be followed by a survey to influence next steps for Consortium activity.
- 4.5 **Completion of Manchester Cultural Programme and Final Presentations** – competed with two days of high-quality pitches of Project Initiation Documents for a range of projects ranging from giant people-powered inflatable fish to sustainable printing for gig t-shirts. Already 3 members of this cohort have secured paid work at Aviva Studios.
- 4.6 **Alumni Activity**
 - Factory International have recently launched their 'Monthly Motivational Mentoring' with 11 alumni having a 45-minute one-to-one with a member of the Academy team - where they were offered career advice and general support; these will roll every month.
 - Monthly online Creative Career Options sessions, including members of the Public Engagement Team sharing their knowledge, with 21 alumni in attendance.
 - In May, Factory Academy launched a trial mentoring scheme with The Pilkington Club with five female, trans and non-binary mentees from

Factory Academy being matched with a mentor from the Pilkington Club. If successful, it is hoped to roll out on a larger scale after the trial.

5.0 Factory International Programme

5.1 Factory International is operated by the team behind the world-famous Manchester International Festival (MIF), commissioning and presenting a year-round programme of original creative work, music and special events by leading artists from across the world. MIF will continue to take place every two years, bringing new work to venues and found spaces across Greater Manchester, working with the region's cultural organisations.

5.2 Following the official opening production of *Free Your Mind*, there followed 'The Welcome' a public programme which took place over 9 days, with 50 different events facilitated by community groups, facilitators and grassroots organisations (and even more delivered by local artists and established creative organisations from across the 10 boroughs and beyond). Including:

Inside Out: This is Manchester

- 2 x Thank You events in November welcomed 345 participants and guests to the exhibition and then to see *Afrique en Cirque*
- Documentary *Imagine... The Factory: Made in Manchester* features key moments and participants from this project and aired on Monday 11 December on BBC1

Leeroy New workshops

- 11 free workshops including family drop-ins at Castlefield Viaduct, in Oldham and Stockport as part of The Roadshow and some ticketed Leeroy Lates (estimated 400 participants).

Welcome Roadshow

- Final sessions covering all 10 boroughs, including library and community spaces such as The Vale and additional activity as part of Museum Science and Industry City Sparks.

First Breath Families: as part of Museum Science and Industry City Sparks Community Partnership Programme:

- 2 x practical sessions (each 1.5hrs) on First Aid and Healthy mealtimes
- Hip Hop Baby & Me - baby-wearing movement class
- 2 x practical sessions (each 1.5hrs) on Sleep
- practical session (1.5hrs) on Speech and Language
- practical session (1.5hrs) on Speech and Language

Community Partners – over 'The Welcome' free tickets and £3 tickets for Kalabante circus show, bringing groups to numerous events and helping with programming.

Neighbourhood Organisers – distributed free and £3 tickets for Kalabante circus show and accompanied multiple visits to a variety of events in *the*

Welcome. 6 new front-of-house team members were recruited through the NO programme.

Lifelong Learning - A number of Lifelong learning sessions have taken place tied to recent commissions:

- **Free Your Mind** – 3 sessions at Higher Blackley Community Centre, Benchill Community Centre and Wythenshawe with 67 attendees.
- **The Welcome** – 5 sessions at Benchill Community Centre The Mill, Ardwick, The Castle Community Centre, Patricroft and Higher Blackley Community Centre with 107 attendees.

Creative Learning - The Welcome: the Creative Learning team working on bringing the young people involved in Factory International Schools programme into Aviva Studios as part of *The Welcome*:

- 128 students from our partner schools participated in a performance
- 600 students in primary schools across Greater Manchester participated in our Kite-making workshops.

Artist Development - Three artist development schemes for artists across Greater Manchester and the North of England:

- **Artist Takeover:** offers artists the opportunity to take over the North Warehouse for a period of R&D in March 2024 (180 applications received for this new initiative).
- **Factory Fellows:** artists get to shadow the major commissions created by Factory International in 2024.
- **Factory Sounds:** offers musicians and related industry specialists the chance to receive financial support and get their work profiled. This programme was awarded a Manchester Culture Award for the Promotion of Talent and Leadership.

5.0 Conclusion

- 5.1 The completion of the construction phase of Aviva Studios and the contractual arrangements underpinning the continued success of Factory International represents a significant milestone for the project to move to the operational and performance phase to promote the success of Aviva Studios.
- 5.2 The extensive social value benefits, job creation, skills and wider economic and cultural outcomes of the project endorsed by Factory International's year-round programme of creative work will ensure the impact of the venue and its operations continue to benefit Manchester's economy.
- 5.3 The Council will continue to have representation on Factory International's Board to oversee and monitor the delivery and performance of Aviva Studios with a report to be presented to Economy and Regeneration Scrutiny Committee in the next 12 months on the performance and business activities sponsorship, artistic and cultural programmes.