



---

## Report of the Director of Neighbourhoods & Housing

### South Leeds (Outer) Area Committee

Date: Monday 9<sup>th</sup> February 2008

### Subject: Morley Literature Festival 2008 – Evaluation Report

---

#### Electoral Wards Affected:

Morley North

Morley South

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Council  
Function

Delegated Executive  
Function available  
for Call In

Delegated Executive  
Function not available for  
Call In Details set out in the  
report

---

## Executive Summary

This report critically evaluates the third Morley Literature Festival and provides a monitoring review to Members on how the £15,000 Well being Funding was spent. The report takes account of opinions and feedback from the festival Director, members of the public through comments from evaluation forms, the organising committee, and the South East Leeds Area Management Team. It is important that lessons are learnt from this year's event and that recommendations are put in place in order to build on this experience. The report endeavours to address all aspects of the festival and discuss the strengths and weaknesses and make clear recommendations for consideration by the MLF Committee.

### 1.0 Purpose of the Report

1.1 The purpose of this report is to evaluate the 2008 Morley Literature Festival and provide a framework to consider for the future organisation of this event.

### 2.0 Background

2.1 In September 2006 the inaugural Morley Literature Festival took place and following its success Area Committee agreed that the festival should become an annual event.

2.2 An evaluation report to the December Area Committee on the first festival in 2006 recommended that a locally based organising committee be established and that a Festival Director be appointed on a freelance basis to develop the programme and deliver the 2007 Literature Festival. In 2007 Paula Truman was appointed as Festival Director and delivered a successful event through the organising structure of an Organising Committee and Officers Group.

### **3.0 Festival Structure**

3.1 2008 saw a continuation of the 2007 organising structure but due to new project developments Paula Truman stepped down as the Director and Jill Morris was appointed as the 2008 Director. Paula Truman's services were retained as a 'Critical Friend' to support the Director and with a key role in the production of a marketing plan. The festival Director was also supported by the South Leeds Area Management Team in conjunction with members of the organising committee and elected members.

3.2 The organising committee met monthly from February 2008 onwards and more often in the run up to the festival. It consisted for 2008 of Councillor Judith Elliott (Chair), Councillor Robert Gettings, Area Management, Town Centre Management, Director Jill Morris and representatives from the Friends of Morley Literature Festival, the Library Service, Extended Services, Joseph Priestley College and Bertram Library Services.

3.3 The success of the festival was in large part due to the input of a wide range of partners. Area Management worked with the Director, Councillors, the Library Service, Joseph Priestley College and the Friends of Morley Literature Festival to organise the event. A clear work programme was followed and ensured that all partners understood their roles and responsibilities.

### **Recommendations for the MLF Committee**

- I. The Chair of the Committee assumes an Executive role with regard to delivery and management of the festival.
- II. Morley Literature Festival Committee to review its membership, the constitution and appoint to all officer positions on the committee to enable efficient and effective operation.
- III. The Area Committee is asked to confirm its two nominations to the Morley Literature Festival Committee.
- IV. Confirm the appointment of Jill Morris as Director for 2009 and agree a written contract with her.

## **4.0 The Festival**

- 4.1 The content of the festival was developed by the festival Director in conjunction with the Organising Committee. The event took place over seven days from the 13<sup>th</sup> – 19<sup>th</sup> October with the main events at Morley Town Hall and Morley Library. The three main events were Kate Adie, Tony Hawks and Gervase Phinn, and all were very successful and attracted large audiences of 400-500 people. Events were also held at Morley Library, the Borough Cafe, Cucina's, the Townhouse Sports Bar and at sixteen Morley schools. Joseph Priestley College ran a creative writing workshop, and there was also a crime writing workshop and poetry workshop. The White Rose Centre also hosted an event on Saturday 20 October, which they funded. The schools' programme was a success and provided a local additional focus for the National Year of Reading and directly affected around 1200 children from key stages 1, 2 and 3. Overall it is estimated that around 3500 people of all ages and backgrounds participated in the various festival events.
- 4.2 Town Centre Management and the Chamber of Trade again played an important role in the 2008 Morley Literature Festival with the organisation of the book swap and market and street entertainment on the Saturday 11 October.
- 4.3 The Leeds City Council facilities management team and Town Hall staff were involved in the room allocation process from an early stage and this facilitated the programming of events. The town hall staff were of critical importance in preparing the rooms for the events and in the running of the festival and as in previous years Parks and Countryside did a fantastic job of decorating the town hall for the festival.
- 4.4 The audio service provided by Purple Pro was excellent and efficiently organised. Audio wasn't necessary for some of the events in the Banqueting Rooms. However, two feedback forms did specify audio in the Large Banqueting Hall as being a problem, so it may be beneficial to have it available next year. The roving microphone would have been beneficial for Gervase Phinn and Tony Hawk's events for Q&A session.

### **Recommendations for the MLF Committee**

- I. Expand the role of local businesses through the involvement of the Chamber of Trade, Town Centre Management and continue with the market and street entertainment provision.
- II. Continue to provide a broad programme of activities for all ages.
- III. Explore alternative venues for the literary lunch.
- IV. Secure services of a compère for all headline events.
- V. Continue to liaise with Morley town hall staff and users.
- VI. Review use of audio equipment including use of roving microphones.
- VII. Continue to seek the support of Parks and Countryside to dress Morley Town Hall.

## **5.0 The Budget**

- 5.1 The financial foundation for this year's festival was secured by the Outer Area Committee with an allocation of £15,000. Match funding was secured from Morley Town Council, Land Securities, Education Leeds, Leeds ArtForms, West Yorkshire

Police, the Library Service, Joseph Priestley College, the Royal Armouries and the literary lunch was sponsored by Woodkirk Stone.

5.2 Support in kind was given by the *Morley Observer and Advertiser*, Leeds College of Art in designing the posters, bookmarks and programmes, West Yorkshire Playhouse, Bertram Library Service, Morley Library in allowing free use of the Baker Room and the White Rose Shopping Centre in displaying banners and advertising the festival on their electronic screens. Waterstone's Leeds and Wakefield were also very helpful in displaying posters and giving out programmes and Mike Higgins of Borders Birstall was also very supportive.

5.3 The Budget:

<b>Expenditure Item</b>	<b>Cost</b>
Festival Director	£8,000
Critical Friend	£2,000
Guest Speakers	£4,851
Website	£500
Town Hall Hire	£2,065
Marketing Leaflets/posters/programmes/stickers	£2,744
PA equipment Hire	£1,000
2007 Friends' membership fees	£260
Banners	£413
Train station ads	£705
Radio Aire ads	£1,059
Fancy dress hire and refreshments	£215
<b>Sub Total</b>	<b>£23,812</b>
<b>Income</b>	
Profit 2007	£2,863
Area Committee	£15,000
Morley Town Council	£1,000
Land Securities	£2,000
Leeds Artforms	£300
Libraries	£150
Children's Centre Manager	£1,250
Woodkirk Stone	£240
Royal Armouries	£300
Joseph Priestley College	£150
Ticket Sales	£4,616
<b>Sub Total</b>	<b>£27,869</b>
<b>Balance</b>	<b>£4,057</b>

## 6.0 Sponsorship

6.1 A dedicated leader for generating sponsorship for 2008 was secured however, due to ill health; she was unable to take forward. The festival retained sponsorship of £1000 from Morley Town Council, £2000 from Land Securities and £300 from Leeds ArtForms but lost the sponsorship of Manning Stainton. However, we secured funding from Joseph Priestley College (£150), the Royal Armouries (£300) and the library service (£150). The Morley North Children's Centres Manager secured a total

of £1,250 towards schools' events from a mixture of funders including the Police. Sponsorship income remains an area of great potential for 2009 and the Committee will continue to work towards identifying a new leader to drive this element forward.

- 6.2 It is proposed that for 2009 there be a specific sponsorship pack with bronze, silver and gold status awarded to funders with reciprocal hospitality

### **Recommendations for the MLF Committee**

- I. Explore sponsorship opportunities with local business and commerce
- II. Identify a lead to explore sponsorship and other funding opportunities.
- III. Make early application for Town Council funding.
- IV. Secure further support from Library Service and Education Services

## **7.0 Arts Council**

- 7.1 Arts Council funding was not secured for the 2008 festival. The reason cited was competition for grants, but it's possible that the fact that the festival made a profit in 2007 affected the bid. A number of possibilities are being explored, including Arts Council grants that are repeated on a yearly basis
- 7.2 Recommendations from the successful 2007 Arts Council bid were to demonstrate in future bids how the festival would promote community involvement and focus on educational issues being followed.

### **Recommendations for the MLF Committee**

- I. Apply for an Arts Council Award in 2009.
- II. Apply for a Arts @ Leeds grant of £1000

## **8.0 Marketing and Publicity**

### **8.1 Marketing Strategy**

Paula Truman's leadership in delivering a marketing strategy was of great value and her work in particular in ensuring the smooth running of the pre-festival street market with the Chamber of Trade and others was very beneficial. Raising awareness in Morley is crucial, as although it had numerous mentions in the *Morley Observer and Advertiser*, posters, programmes and bookmarks in shops, libraries etc., adverts on Radio Aire and at train stations, plus bookmarks being given out to schoolchildren, many people remained unaware that it was going on. However, the 'big names' that took part in this year's festival and the strong presence of authors in schools will hopefully have raised awareness in the local area.

### **8.2 Website**

The establishing of an independent, professional and high quality website for the festival was a major step forward for 2008 and has drawn many positive comments. It now needs to be updated ready for 2009. The 2007 evaluation recommended having the ability to purchase tickets on line but quotes received showed it would have added hugely to the cost of the website and was therefore not cost effective. However, the website has been of great importance to the marketing of the festival and has enabled to setting up of a mailing list via email. It has received a good number of hits since going live and has received very positive feedback.

### 8.3 **Posters, Bookmarks and Programmes**

The marketing materials designed by a student at Leeds College of Art looked very professional and also drew a lot of praise. However, because of the arms length nature of managing this and holidays there were problems in ensuring that the timescale for production was followed.

8.4 There was a print run of 8,000 festival programmes, which were distributed to myriad venues in West Yorkshire. With the delayed delivery of these it was hard work getting them distributed, but this did happen. The programme was also available to download from the website. The bookmarks (40,000 were printed) worked well, although not quite so many were needed. We had 200 A3 and 300 A3 posters printed, which was about right. Programmes, posters and bookmarks were delivered to and displayed at libraries, council venues, local shops and cafes, ticket sales venues, book shops, schools, colleges, museums and galleries.

### 8.5 **Banners**

Business sponsorship provided a promotional banner free of charge. Three other banners were displayed at the White Rose Centre (two on roundabouts and one inside), one at Borders and one on the Town Hall. Next year we will try and secure banner positioning at further key locations around the area. The banners are an excellent, low cost, effective form of advertising.

### 8.6 **News Articles**

There was a good level of press coverage local and further afield. The *Morley Observer and Advertiser's* support is key, and other articles and listings appeared in the Wakefield, Dewsbury and Batley papers, the *Telegraph and Argus* in Bradford, the *Yorkshire Post*, *Yorkshire Evening Post* and the *Morning Star* and on various websites, including PickUp Yorkshire, Dig Yorkshire, Radio Leeds, Arts Council literature festival listings and the *Leeds Guide*.

8.7 Emails were sent to book group members. Festival programmes and information was also sent to press and media contacts. Listings were included in the *Sunday Times* and the *Independent on Sunday*.

### 8.8 **Rail Adverts and Radio Aire advertising**

Adverts on Radio Aire and Magic 828 reached around 350,000 listeners in the Leeds area. Adverts at key train stations were also a new marketing method for 2008. They received positive comments from members of the public, and the high levels of footfall at the train stations resulted in the posters being an effective form of marketing.

### **Recommendations for the MLF Committee**

- I. Develop a marketing strategy for 2009
- II. Invite a proposal outlining the cost for future maintenance of the website
- III. Include a review section on the website for the 2008 festival.
- IV. The street market and book swap worked well and should be a feature in 2009.
- V. Secure the services of professional designer with experience of working with copy.
- VI. Have a definite plan for placing banners in highly visible areas in and around Morley.
- VII. Further develop links with JP College.
- VIII. Explore the introduction of a high-profile festival raffle with a substantial prize to generate funding and promotion of the festival.

## **9.0 Town Centre Management**

- 9.1 The commercial and hospitality sector in Morley continue to respond to the festival with limited success. Venues such as the Borough Cafe, Townhouse and Cucina's were helpful in providing venues for events.

### **Recommendations for the MLF Committee**

- I. Through sponsorship establish more links within regional business and commerce
- II. TCM to use MLF to promote up and coming events in Morley

## **10.0 Schools**

- 10.1 This year the role of schools in the festival was greatly increased. Feedback from 2007 suggested that schools would prefer not to have to bring pupils to events, so each of the family of schools received a visit from at author. The organising committee and Friends were very helpful in assisting with the arrangements for this, and organisational structures put in place this year will be of benefit in 2009.

- 10.2 Authors visited 16 of the 17 family of schools. Simon Cheshire visited Blackgates and East Ardsley and worked with smaller groups of ten or so Y5 and Y6 boys at each, at the schools' request ( $\approx 20$ ). Anthony McGowan visited Woodkirk and Bruntcliffe, speaking to two groups of approximately 50 Y9 and Y10 pupils at Woodkirk and 100 Y10 and Y11 pupils at Bruntcliffe ( $\approx 200$ ). Storyteller Christine McMahon visited Victoria and Fountain and spoke to all of key stages 1 and 2 ( $\approx 400$ ). Penny Dolan went to Seven Hills, Asquith and St Francis and in each school took two groups of around 30 KS1 pupils in all ( $\approx 100$ ). Craig Bradley visited Gildersome and Westerton and worked with all of KS2 ( $\approx 500$ ) and then with smaller groups of about 15 pupils on performance poetry. Amanda Lees went to Newlands and Hill Top to work with two groups each of 30 pupils at each school ( $\approx 120$ ). Finally, Tom Palmer's visits to Drighlington, Birchfield and Churwell catered for one or two KS2 year groups (about 60 pupils) and specifically targeted reluctant readers and boys ( $\approx 180$ ). Overall, seven authors were involved and it is estimated that  $\approx 1580$  pupils were directly involved in these visits.

### **Recommendations for the MLF Committee**

- I. Continue to build on the links created within the Morley schools.
- II. Secure funding from schools to continue the programme in 2009.
- III. Build on family events that will promote reading at home

## **11.0 Library**

- 11.1 The role of Morley Library is a key aspect of the festival. Provision of venues and assistance from Morley Library staff was very helpful. As a member of the committee, they also assisted in promoting the festival by displaying posters, giving out programmes and creating displays of visiting authors' work. Programmes and posters were also distributed and taken to libraries in Bradford, Kirklees, Leeds and Wakefield.

- 11.2 The best-attended library events were RJ Ellory, which brought in 30, and Art Angels, who had a steady stream of children taking part throughout the day. Unfortunately the events for children weren't so well attended, despite the authors having been in schools and the schools having been given a large number of programmes and bookmarks. The crime writing workshop wasn't as well attended as hoped but was still very workable with eight participants, and the murder mystery, although not attracting huge numbers (about 15), was very well received by those who went.

### **Recommendations for the MLF Committee**

- I. Produce a shell poster so that individual events can be promoted
- II. Request publicity material and show cards from publishers
- III. Assist with target promotion to community groups through working with the Libraries Community Development Manager
- IV. Leeds Libraries should work in conjunction with the Director in securing authors for reading groups.

## **12.0 Stewarding**

- 12.1 A well organised and informed body of stewards is essential to the festival's smooth running and will be required again this year.

### **Recommendations to Festival Committee**

- I. The Area Management Team is requested to take the lead in organising stewarding arrangements.

## **13.0 Friends of Morley Literature Festival**

- 13.1 The Friends have been one of the great successes from the 2007 festival and their assistance in organising and running the events was of great importance. The Friends' quiz was an excellent and well attended event.

### **Recommendations for the MLF Committee**

- I. Future events should continue to capitalise on the capacity offered by Friends of the festival and the links to the local community that they can provide.
- II. Friends continue to have a significant role promoting the festival through their own annual programme of events.

## **14.0 Literary Luncheon**

- 14.1 The 2008 Literary Luncheon with Kate Williams was a success, with 72 guests, and is now regarded as the official opening event of the festival. The Friends took on the organisation this year and although there were issues with the catering and preparing the room for the event this was managed very well and Janet Harrison in particular is to be congratulated on her sterling efforts. Many positive comments were received.



## **Recommendations for the MLF Committee**

- I. Explore alternative venues for the luncheon that will offer a professional, comprehensive catering service, such as local hotels for next year's event.
- II. Ensure the event does not clash with any local key diary dates.

### **15.0 Participation and Ticket Sales**

- 15.1 Attendance at the festival events (excluding schools) was probably around 2000 with the headline events being most popular and attracting large audiences. Some of the library events were not so well attended with the exception of RJ Ellory. While the smaller Town Hall events attracted moderate audiences they were very well received. Unfortunately Craig Bradley's family poetry sessions weren't well attended despite him having visited schools and some of the workshops would have been better had more people participated. In particular, Michael Jecks and Michael Bunting were very well received.
- 15.2 The evaluation forms have shown that people did travel from far afield to come to events and all enjoyed them. By asking for people to leave email addresses the Director is building up an email list for next year. Addresses can also be added via the website.

## **Recommendations for the MLF Committee**

- I. Explore possibility of a specific festival office, which could act as a holding area for promotional material, meeting area for officers and sell tickets in addition to Althams, the Carriageworks and the *Morley Observer and Advertiser*.
- II. Build a database through contacts with website and evaluation process.
- III. Consider a greater range of venues.

### **16.0 Short Story Competition**

- 16.1 Unfortunately the short story competition was not well received this year. We will be looking into reasons as to why this was and reappraising with the committee.

## **Recommendations for MLF Festival Committee**

- I. Review the short story competition as feature of festival.

### **17.0 Green Room**

- 17.1 The Green Room was the mayor's parlour, which worked very well as a setting but probably not the best place for authors to relax and spend quiet time.

## **Recommendations for the MLF Festival Committee**

- I. In 2009 secure the use of appropriate Green Room and other facilities to provide hospitality for sponsors and supporters.

## **18.0 Mayors Reception**

- 18.1 Previous experience has showed that receptions hosted by the Mayor of Morley can be an enjoyable feature of the festival. We will look into working more closely with the mayoral office in 2009 to ensure smooth running of the receptions and will send out official invites well in advance.

### **Recommendations to MLF Committee**

- I. Early invitation to Mayoral Office to hold host receptions as part of 2009 festival.

## **19.0 Evaluation**

- 19.1 Evaluation forms were available at events and attendees were encouraged to complete them at the time. There is also the facility to contact the Director and Friends via the website.
- 19.2 Over 150 evaluation forms were returned and all contained positive feedback in that the attendees enjoyed the event. The main critical comments concerned the raffles.

### **Recommendation for the MLF Committee**

- I. Continue to evaluate all events and build up an email database for additional feedback

## **20.0 Implications For Council Policy and Governance**

- 20.1 There are no direct implications for the above as a result of this report.

## **21.0 Legal and Resource Implications**

- 21.1 There are no legal implications from this report.
- 21.2 The £15,000 commissioned by the Area Committee towards the cost of the festival has been spent and accounted for.
- 21.3 Subject to Executive Board approval of the 2009/10 Well being Revenue budget there are resource implications on this budget if the requested £15,000 is approved by Members.

## **22.0 Conclusion**

- 22.1 The highly successful 2008 festival boasted international headline acts including Kate Aide and drew a huge audience from Morley and local area. The festival has developed significantly from its origins in 2006. To ensure the current, successful format is consolidated and enhanced a series of recommendations are outlined to the Morley Literature Festival Committee.

## **23.0 Recommendations**

Members of the Outer South Area Committee are requested to:

- a) Note contents of Report
- b) Approve £15,000 towards delivery of 2009 festival.
- c) Nominate two Members as Area Committee representatives on the Morley Literature Festival Committee

## **Background Papers**

Morley Literature Festival Evaluation, 17<sup>th</sup> December 2007

Area Manager's Report, 25<sup>th</sup> February 2008

Area Manager's Report, 14<sup>th</sup> April 2008

Area Manager's Report, 7<sup>th</sup> July 2008

Area Manager's Report, 1<sup>st</sup> September 2008

Area Manager's Report, 20<sup>th</sup> October 2008