

Culture and Communities Committee

2.00pm, Tuesday 20 March 2018

The Platforms for Creative Excellence (PLACE) Programme – Design and Outcomes

Item number	8.7
Report number	
Executive/routine	
Wards	All
Council Commitments	2 , 46

Executive Summary

The Edinburgh Festivals play a key role in positioning Edinburgh and Scotland on the world stage. The Platforms for Creative Excellence (PLACE) co-investment programme was agreed in principle by the City of Edinburgh Council, Scottish Government and Edinburgh Festivals at the peak of the festivals' 70th anniversary season in August 2017 in recognition of their importance to the city and the nation (report to Council on 24 August 2017 [here](#) and report to Council on 21 September 2017 [here](#)). The First Minister welcomed the purpose of the partnership investment to 'sustain the success of our festivals, cement their international reputation and support growth in our tourism and creative industries' and the Leader of the City of Edinburgh Council recognised that 'if we are to sustain our position as the world's festival city and protect their legacy, we need to make a joint commitment towards supporting their future success'.

The shared drivers and outcome areas for each of the three co-investment partners that underlie their commitment to the principle of a five-year programme are outlined in this report. This investment package will provide a substantial financial boost to sustain and enhance the positive impacts the festivals bring to Edinburgh and Scotland; and to build the festivals' capacity to continue to widen their engagement with emerging creatives and less engaged communities.

With the PLACE programme investment, the festivals will be able to capitalise on the success of the 70th anniversary year by maximising the benefits of their unparalleled platform to connect local, national and international opportunities. The five year lifespan of the programme will enable the festivals to:

- strategically shift their approach to further diversify their year-round partnerships with the culture sector across the city and Scotland;
- drive creative innovation through long-term programming approaches;
- increase career and skills development capacity for creatives and young people;
- build new and lasting relationships with less engaged communities; and
- Increase levels of collaboration and partnership working across all four localities.

The Platforms for Creative Excellence (PLACE) Programme – Design and Outcomes

1. Recommendations

- 1.1 That the committee notes the detailed three workstreams set out in this report for The Platforms for Creative Excellence (PLACE) programme;
- 1.2 Notes the PLACE programme Outline Evaluation Framework and Programme Management Plan.
- 1.3 Notes that the proposals for this expenditure will be approved by the Culture and Communities Committee. The expenditure and resulting impacts will also be reported during the term of the agreement.

2. Background

- 2.1 The PLACE programme is a three-way programme developed by the Edinburgh Festivals, the City of Edinburgh Council and Scottish Government in recognition of the need to invest to ensure a positive legacy following the festivals' 70th anniversary year in 2017.
- 2.2 The three-way investment of £1m per annum for five years will generate 66% match funding for each partner and is projected to offer economic returns of 10:1 for the Scottish Government's investment and 17:1 for the City of Edinburgh's investment.
- 2.3 At the end of the programme period, this investment will have strengthened the resilience of the festivals as a key national cultural asset by ensuring that Scotland's global creative reputation and the quality of audience experiences are maintained and enhanced, securing jobs and growth impacts, and it will have enabled the festivals to make a step change in their capacity to contribute to positive outcomes for communities, schools and citizens.
- 2.4 To help sustain these approaches beyond the PLACE programme period, the development of long term programming partnerships will enable the festivals to cultivate new national and international partner funding relationships, and the diversification of local relationships across the city and nation will create new models for socially engaged partnerships attractive to supporters with wider creative learning, skills and social justice aims. The longitudinal joint impact study framework that the Festivals have developed through Festivals Edinburgh will provide opportunities to track lasting changes achieved by the programme in the years following the investment.

- 2.5 These new opportunities will help stabilise and strengthen the position for the next five years, creating the breathing space for policy discussions to come to fruition on securing longer-term sustainable funding mechanisms that lever up support from a wider range of beneficiaries.
- 2.6 Expected outputs, outcomes and impacts forming the basis of the programme evaluation framework are outlined in paragraph 3.35.

3. Main report

- 3.1 The Festivals' unrivalled international appeal and 4.5 million attendances each year - on a par with a FIFA World Cup - provide a vital stimulus to the tourism offer of the city and the nation, help to grow jobs, skills and innovation in wider creative and service industries and attract knowledge-based workers, businesses and students from an international talent pool. In 2017 Edinburgh was rated as the top city for its size in Europe in the European Commission's Cultural and Creative Cities Monitor. It is the most visited city in the United Kingdom (UK) outside London and its four million visitors inject £1.3bn into the economy each year, in turn creating substantial economic output and related jobs – with the 11 major festivals together accounting for 6,000 FTE jobs and £313m of additional Gross Value Added (GVA) for Scotland in 2015. Edinburgh also acts as the gateway to Scotland, with around 60% of visitors spending time in the capital before seeing other parts of the country.
- 3.2 Critically, the impacts of the Edinburgh Festivals also go far beyond being a platform for showcasing culture. They nurture nationwide creative exchanges that connect local, national and international opportunities and they engage citizens with new ideas and experiences that widen outlooks and improve lives.
- 3.3 Through the PLACE programme investment, the festivals will be able to capitalise on the success of the 70th anniversary year by maximising the benefits of their unparalleled platform to connect local, national and international opportunities. In five years the programme will have supported the festivals' strategic shift to further diversify their partnerships with the year-round culture sector across the city and the nation; to drive creative innovation through long-term programming approaches; to increase career and skills development capacity for creatives and young people; and to build new and lasting relationships with under-served communities.
- 3.4 At the end of the programme period, this investment will have strengthened the resilience of the festivals as a key national cultural asset by ensuring that Scotland's global creative reputation and the quality of audience experiences are maintained and enhanced, securing jobs and growth impacts; and it will have enabled the festivals to make a step change in their capacity to contribute to positive outcomes for communities, schools and citizens.

- 3.5 The three-way partnership underpinning the PLACE programme enables a strategic framework of over-arching principles that both supports the festivals' own development needs and is rooted in the context of Edinburgh and Scotland more widely. Therefore, the twin strategic ambitions of the PLACE Programme over the next five years are:
- 3.5.1 to retain the value of the Festivals as key contributors to Scotland's culture, society and economy, including the Creative Industries and Tourism sectors, by defending their world class standing for cultural excellence; and
 - 3.5.2 to activate additional impacts for skills, wellbeing and community development by connecting more creatives, citizens and communities to the creative processes that go into making the Festivals.

Strategic context

- 3.6 [Thundering Hooves 2.0](#) (TH2.0) is the ten-year strategy to sustain the success of Edinburgh's Festivals from 2015 to 2025, endorsed by all the key stakeholders represented on the Edinburgh Festivals Forum including the City of Edinburgh Council and the Scottish Government.
- 3.7 The report recognised how innovation in programme, enterprise and investment had successfully allowed the festivals to weather the economic downturn. In the five-year period leading up to the report, annual core grant funding to the Festivals was reduced by 15% (or £1.16m) in real terms. In the same period the Festivals increased annual earned income by 35% (or £6.3m), including replacing all major financial services sponsors and securing new corporate and individual support. This transformation has meant that the festivals have succeeded in securing continued growth which created a knock-on effect to management capacity that has been stretched to continue programming and engagement work, while servicing the increased requirements of a more diverse funding platform. This is set in the context of continued rise in costs well above inflation, including in areas of charging such as travel and artists' costs, licensing, policing, traffic management and visa administration.
- 3.8 The strategy acknowledged the challenges facing public finances, but urged that funders maintain core and project funding while alternative funding models could be considered. The Edinburgh Tourism Action Group (ETAG) [2020 Strategy Mid-Term Review](#) in 2016 reinforced this call for continued investment in Edinburgh's Festivals as key city assets in terms of growing jobs and impact for the tourism economy. Now, two years after TH2.0 was published, the PLACE programme offers a pivotal opportunity to act on the report's recommendations.
- 3.9 The [Government's Programme for Scotland 2017-2018](#) underlines the Scottish Government's commitment to create a Culture Strategy for Scotland which will show how important culture is to Scotland's future, and enable everyone to have the opportunity to take part in or contribute to cultural life in Scotland. The strategy will position culture as having intrinsic value and contributing both directly and indirectly to the health, wealth and success of our nation, defining Scotland as a diverse and distinct society with creativity and innovation at its heart. It will support

the long-term development of culture in Scotland. The development of the strategy is an opportunity to consider culture's role, responsibility and response to society as it changes and in Edinburgh's case, to ensure the knowledge and expertise rooted in the city is shared for the benefit of all.

Shared partner outcome areas

- 3.10 The Festivals provide a defining international cultural brand for Edinburgh and Scotland whilst retaining and building on engagement, access and participation for those residing in Scotland. Through sustaining the festivals' ambitions to deliver excellent and inclusive creative processes and creative products, this programme will enable the festivals' core and wider outcomes as mapped out in the [2011 Impact Study](#) to contribute to a broader range of outcomes as defined in [city](#) and [national](#) plans, summarised below:

Core festivals outcomes	Wider festivals outcomes	City of Edinburgh Council outcomes	Scottish Government outcomes
CREATIVE INDUSTRIES DEVELOPMENT	INCLUSIVE GROWTH	Our places and localities make Edinburgh a great and unique place to visit and study Everyone, regardless of wealth and background can fulfil their potential and benefit from the city's success	We live in a Scotland that is the most attractive place for doing business in Europe We realise our full economic potential with more and better employment opportunities for our people
	SKILLS & INNOVATION	Our economy thrives with excellent and equal opportunities for business, employment and innovation	We are better educated, more skilled and more successful, renowned for our research and innovation
ENRICHING CULTURAL EXPERIENCES	CULTURAL CITIZENSHIP	Every citizen and community can participate in the cultural life of our city Citizens are socially connected and able to participate and develop throughout their lifetime	'We are creative and our vibrant and diverse cultures are enjoyed widely' <i>national outcome in development</i> We take pride in a strong, fair and inclusive national identity
	HEALTH & WELLBEING	Citizens lead healthy and active lives with improved wellbeing	We live longer, healthier lives
ENGAGING LEARNING OPPORTUNITIES	CREATIVE LEARNING	All children and young people have the best start in life and are able to reach their full potential	Our young people are successful learners, confident individuals, effective contributors and responsible citizens

City Region Deal

- 3.11 A stimulus programme was proposed as part of the City Region Deal negotiations – with an investment option of £7m per annum, £5m per annum matched by £2m from the Festivals - to increase their impact as drivers of growth, innovation, wellbeing and creative learning; creating skilled jobs and enhancing Edinburgh's role as an international centre of creative excellence. The programme was split 50:50 between investment in cultural product and in the activation of benefits and was designed to support expansion in programming, marketing, community engagement, skills development and creative economy innovation. After five years, the forecast was for a 60% increase in the GVA impact and FTE jobs realised for Scotland.
- 3.12 However, the £7m stimulus programme was judged to be unaffordable during the City Region Deal negotiations, and was reduced to a proposed package of £4m per annum each year for five years across four partners – the festivals, City of Edinburgh Council, Scottish Government and UK Government. Ultimately the UK Government declined to commit to the programme as culture is a devolved policy area.
- 3.13 Therefore, the proposal was re-scoped by the three remaining partners at the maximum affordable level of £3m per annum each year for five years, £1m from each partner, to create a programme to sustain and strengthen the capacity of the festivals in line with the consensus around the strategic challenges set out in TH2.0. The reduction of the co-investment programme means that the festivals have committed to overall match funding of 33% rather than 25% under the City Region Deal, through generating partner income and covering additional costs and staffing.
- 3.14 It was recognised that this investment package would enable each festival to maintain and develop its core programming excellence and international reputation and boost the Festivals' ability to build capacity for wide engagement during a period where this could be challenging.
- 3.15 The long term commitment of funding in principle for a five-year programme supports improving the efficiency and sustainability of festivals' impacts by enabling multi-year planning, partnerships and fundraising leverage. PLACE is a strategic fund to support projects that meet the ambition, purpose and criteria of the fund. PLACE is seeking to support applications that focus on a three-five year timeframe. The Scottish Government has also confirmed £1m for 2018/19 and has made an in-principle commitment for the following four years subject to annual spending reviews. It is proposed that awards will be made in principle over the three-five year period and confirmed annually as part of the fund's annual evaluation process and subject to the outcome of annual spending reviews and local government settlements.

- 3.16 While falling short of the external investment calculated to return the festivals to the growth trajectory of 2010-2015, three-way investment of £1m per annum for five years will generate 66% match funding for each partner's investment and help stabilise the festivals by supporting continued strengthening and reinvention of the cultural offer and engagement. This will create the breathing space for policy discussions on longer-term sustainable funding mechanisms that lever up support from a wider range of beneficiaries.
- 3.17 It is recognised that a greater proportion of overall programme funds is required to enable the festivals to sustain their cultural excellence, a key success factor which enables them to deliver other cultural, social and economic benefits. The programme, outline approved by the [Council in September 2017](#), highlighted that 75% of PLACE programme funding would be directed towards programming innovation, with 25% going directly to skills development.
- 3.18 This 75/25 split will apply at the level of the whole programme portfolio and will be taken into consideration when applications and allocation decisions are made across all three of the workstreams identified below, which are aimed at delivering the ambitions and contributing to the core outcomes of all three partners:
- 3.18.1 Sustained and strengthened programming innovation;
 - 3.18.2 Increased creative development opportunities across Scotland; and
 - 3.18.3 Improved lives for citizens and communities through cultural engagement
- 3.19 The three workstreams have been identified for programme governance and management purposes and will reinforce and complement each other in sustaining the festivals' creative content, strengthening engagement with creative processes, and contributing across all the programme outcomes. For example, within the range of proposals for programming innovations under workstream 1, it is anticipated that there will be various development opportunities for creatives across Scotland and plans for school and community partnerships that will contribute to workstreams 2 and 3.
- 3.20 The PLACE programme will help sustain the Edinburgh Festivals as a driver of economic growth for Scotland in an internationally competitive context, and will activate the skills and innovation benefits for more citizens across Edinburgh and Scotland.

Workstream 1 - Sustained and strengthened programming innovation

- 3.21 The continued quality and innovation of the festivals' core cultural offer lies at the heart of their ability to create wider impact. The festivals communicate Scotland's cultural and national identities to local and global audiences, and the world's cultures to Scotland, through their ability to continue to develop internationally ambitious work and headline talent.
- 3.22 The festivals need to be able to make long-term commitments to programming, commissioning, co-productions and talent development in order to continue to play the role as an engine of creative development for Scotland that attracts the world and secures audiences and partners.

- 3.23 The Scottish Government's Festivals Expo Fund has been transformative in boosting the Festivals' capacity to develop creative work from Scotland and especially providing opportunities to develop Scottish talent using the platform of the festivals. With 2018 marking the 10th anniversary of Expo funding, Festivals Edinburgh has commissioned a study of its career-making impacts and its importance in developing and internationalising Scottish creativity. However, the annual project-based nature and targeted parameters of the scheme mean that this funding is not intended to address the need for long-term developments and for collaborations with global as well as Scottish partners.
- 3.24 The introduction of the in-principle five year commitment of the PLACE Programme creates a strategic approach to evolving the future direction of the festivals that complements Expo project funding. It will enable the festivals to put in place longer term plans for innovative developmental partnerships at all levels from local and national to international.
- 3.25 For the first time since project funding began to replace core funding in 2010, this workstream will enable each festival to propose a five year vision for programme innovation aligned to their business plan. It will allow the Festivals to lever up increased resources in cash and in kind from a range of current and new national and global partners, to put the festivals back in an internationally competitive position as partners of choice. This will be particularly important in the post-Brexit era given the proven effectiveness of cultural diplomacy across the festivals to give Scotland a profile with senior politicians from a range of high priority countries. The festivals' leadership and innovation in local and international programming and commissioning will also provide unmatched opportunities for creative development, feeding into workstream two.
- 3.26 Developments to be supported through this workstream are likely to include:
- 3.26.1 Increased unique programming, including the number of **Global and European premieres** and work from a wide range of diverse cultures, to secure the distinctiveness of Edinburgh's Festivals – thus driving reputation and audience development and generating global interest in the city region and Scotland as places to visit, study, live and work;
- 3.26.2 Programme of new **high profile collaborative commissions and collaborations** with national and international partners – developing new co-funding models and touring networks and thereby increasing the leverage of Festivals' budgets and opening up longer term planning that will create opportunities for national touring across Scotland and the UK as well as international touring and associated income generation; and
- 3.26.3 Development of **strategic programming partnerships** with other global cultural leaders, enabling more ambitious joint planning in international and multi-year scope – overcoming the constraints the Festivals are currently operating under through not being able to enter into long-term commitments which limits their options to work with best-in-class partners.

Workstream 2 - Increased creative development opportunities across Scotland

- 3.27 The festivals offer an unparalleled range of opportunities for career development of Scottish creatives on the national and international stage, and for professionals to develop world-class event production expertise. The PLACE programme will enable the festivals to activate additional impacts by connecting more industry professionals to the creative processes that go into making the Festivals as part of their career development. Many of these will be built around the programming innovations set out in Workstream 1.
- 3.28 Developments to be supported under this workstream are likely to include:
- 3.28.1 **Creative residencies** – inclusive, accessible development opportunities embedded in the festivals and at creative partner organisations both within Edinburgh and across Scotland, open to early career creatives and those at transformational career moments;
 - 3.28.2 **Development collaborations** — multi-year development partnerships for skills exchange between Scottish and global talent, built into the festivals' international commissioning programmes;
 - 3.28.3 **Career escalator programmes** – selected individuals supported over a multi-year period to achieve career breakthroughs;
 - 3.28.4 **Talent awards** – to identify emerging talent and offer guest curation and residency opportunities; and
 - 3.28.5 **Access initiatives** - reducing barriers to accessing international platforms and networks for creatives from under-represented groups, and developing artists with diverse voices to explore new directions.
- 3.29 Through Festivals Edinburgh, the festivals will also come together to co-ordinate and increase access to professional development for festival organisers across Edinburgh and Scotland, enhancing the opportunities throughout the country to broaden event production expertise and deliver the objectives of the Council's Events Strategy and EventScotland's [Scotland: The Perfect Stage](#) strategy through:
- 3.29.1 **Mentoring and support** to co-ordinate and increase access to professional development, networking and sharing of facilities/equipment, building on models such as the Edinburgh Performing Arts Development Initiative; and
 - 3.29.2 **Knowledge sharing** – to create a knowledge sharing network across Edinburgh and Scotland to exchange policy and practice in festivals management via face to face and online platforms such as webcast case study sessions and skills sharing events.

Workstream 3 - Improved lives for citizens and communities through cultural engagement

- 3.30 The PLACE programme will help to maximise engagement with under-served communities to remove the barriers to engaging with the festivals, whether economic, geographic, social or psychological.

- 3.31 Aligned with their business plan ambitions, the festivals will develop and expand innovative approaches that support citizens, communities and schools to take more risks in their cultural participation, which will ultimately enhance quality of life, wellbeing and aspirations. These approaches will contribute to the city's Culture Plan and the forthcoming National Cultural Strategy, and where appropriate will complement relevant Creative Scotland policies.
- 3.32 The approaches will also contribute to Council and partnership localities strategies. Cultural participation offers a range of benefits in relation to enhancing health and wellbeing, education and employability, and fostering community identity. These areas are the focus of the outcomes within the Locality Improvement Plans, and on that basis it is recognised that the festivals innovative approaches have the potential to support and contribute to this work.
- 3.33 The festivals' enhanced capacity for engagement will also include additional skills development opportunities at career entry and pre-entry levels, designed for young people of school age, school leavers and students at further education level.
- 3.34 Developments to be supported under this workstream are likely to include:
- 3.34.1 **Community partnerships** – extended programming and engagement partnerships with civic and voluntary groups in neighbourhood hubs, focusing on long term work with community audiences including in under-served areas and areas of multi-deprivation, as well as with displaced people, participants with disabilities and other excluded groups;
 - 3.34.2 **Community based productions** - staged in neighbourhood areas in co-production with local groups;
 - 3.34.3 **Creative learning** - intensive creative learning interventions with an equitable range of schools to help address attainment challenges, together with schools competitions providing contexts for creative learning residencies with performers and artists;
 - 3.34.4 **Skills development** in partnership with schools - including modules developed for secondary schools with project-based learning around festivals production; and development of online learning resources;
 - 3.34.5 **Youth programmers and critics** – festivals will develop, expand and create online platforms to extend the reach of transferable skills programmes for senior pupils and young people ; and
 - 3.34.6 **Apprenticeships for school leavers and FE students** - festivals will work together through Festivals Edinburgh to develop a collective apprenticeship scheme for young people to benefit from bespoke festivals management apprenticeships including placements at three different festivals.

Expected Benefits

- 3.35 The PLACE Programme is designed to support the benefits outlined in the high-level evaluation framework below, with these programme impacts contributing to the shared outcome areas of all three partners around **inclusive growth, skills**

and innovation, cultural citizenship, health and wellbeing, and creative learning.

PLACE PROGRAMME OUTLINE EVALUATION FRAMEWORK



3.36 A framework of indicators will be developed for these programme outputs, outcomes and impacts during programme inception, drawing on the Festivals' 2010 and 2015 impact studies, City of Edinburgh Council and Scottish Government socio-economic and participation data. A key criterion for assessing Festivals' proposals will be to achieve a balance across the portfolio that makes the optimal contribution towards the range of programme outcomes above, within the overall split of 75% of investment being directed towards programming innovation, in all its forms, and 25% to skills development.

Timetable

3.37 Year One:

2018-19 Q1 Apr-Jun	<ul style="list-style-type: none"> • Programme initiation: <ul style="list-style-type: none"> ○ Set up governance and management ○ Design application and assessment process ○ Design evaluation framework • May: programme approvals in place from all partners and applications open • End June: deadline for three-year proposals aligned to business plans
2018-19 Jul-Sept	<ul style="list-style-type: none"> • End July: recommendations on awards for three year proposals aligned to business plans • August: approval of awards by all three partners
2018-19 Q3-Q4 Oct-Mar	<ul style="list-style-type: none"> • Collect baseline measures for key monitoring and evaluation indicators • Staged implementation of approved proposals

3.38 Future Years:

3.38.1 Year 2 (2019-20): workstream monitoring and reporting;

3.38.2 Year 3 (2020-21): workstream monitoring and reporting, conduct interim output study and mid-term review of allocations;

3.38.3 Year 4 (2021-22): workstream monitoring and reporting, conduct staged outcomes and impact studies; and

3.38.4 Year 5 (2022-23): workstream monitoring and reporting, conduct Festivals' economic impact study update against 2015 findings.

Programme Management

3.39 The working group of Creative Scotland, Scottish Government, City of Edinburgh Council and Festivals Edinburgh are working together to ensure a joint approach to allocation, scrutiny and accountability for the programme. Creative Scotland has agreed to scrutinise, monitor, advise and distribute funding on behalf of the Scottish Government. Council officers will work in tandem with Creative Scotland and all recommendations for funding will be presented to the Culture and Communities Committee in due course.

3.40 Several workstreams will involve competitive bid processes, which will need robust independent development of criteria drawn from this programme design paper, oversight of awards and evaluation of outcomes. Where the interventions involve collaborative or collective approaches across the Edinburgh Festivals, a lead organisation within the Edinburgh Festivals family will be designated to perform this project management role.

3.41 Programme management will include monitoring the commitment from festivals to raise 33% match funding through generating partner income and covering additional costs and staffing, such as fundraising costs themselves. This target will be monitored at the overall portfolio level when allocation decisions are being made, to achieve a balance between proposals that can achieve the highest level of match funding and those that deliver well on other criteria. The planned mid-term review of allocations in 2020-21 will ensure that match funding plans are on track or provide an opportunity for corrective action.

3.42 To develop and deliver the evaluation framework, programme resource will be required to develop, baseline and track the range of output, outcome and impact indicators set out in 3.35. A rolling evaluation programme will be developed consisting of qualitative and quantitative surveys including updating the time series data first collected in 2005 and most recently in 2015. It is proposed that the monitoring and evaluation framework will be developed and overseen by Creative Scotland, in consultation with the Council and potentially drawing on contracted expertise, in co-ordination with Festivals Edinburgh who will take a lead role in managing the longitudinal cultural, social and economic impact survey as in 2010 and 2015. Following the programme investment period, lasting changes can be monitored through further editions of the longitudinal joint impact study framework.

3.43 Indicative budget breakdown – subject to application, assessment and decision processes:

Workstream	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL	%
1. Programming innovation	£m	£m	£m	£m	£m	£m	
Programme innovation including international premieres, collaborative commissions, multi-year partnerships	1.547	1.547	1.547	1.547	1.547	7.735	51.5%
2. Creative development							
Residencies and talent programmes, creative development collaborations, mentoring and knowledge sharing	0.689	0.689	0.689	0.689	0.689	3.445	23.0%
3. Citizen engagement							
Community partnerships, school collaborations, skills development for young people	0.689	0.689	0.689	0.689	0.689	3.445	23.0%
4. PLACE programme management							
Programme management, impact evaluation and workstream co-ordination	0.071	0.061	0.061	0.061	0.121	0.375	2.5%
TOTAL	3.006	2.986	2.986	2.986	3.046	15.000	100%

4. Measures of success

- 4.1 Key outcomes to be measured are set out at paragraph 3.35.
- 4.2 Through these outcomes, culture plan objectives will be fulfilled:
- 4.2.1 Ensure that everyone has access to world class cultural provision;
 - 4.2.2 Encourage the highest standards of creativity and excellence in all aspects of cultural activity;
 - 4.2.3 Support greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive all year round;
 - 4.2.4 Articulate the positive impact of culture in Edinburgh and promote Edinburgh’s cultural success locally, nationally and internationally;

- 4.2.5 Develop and support the infrastructure which sustains Edinburgh’s cultural and creative sectors; and
- 4.2.6 Invest in artist and practitioner development, and support and sustain the local artistic community.

5. Financial impact

- 5.1 The Scottish Government has confirmed £1m for 2018/19 and has made an in-principle commitment for the following four years subject to annual spending reviews. The Council has also confirmed £1m for 2018/19 as part of its approved revenue budget. Furthermore, the Council budget includes an in-principle commitment of £1m in each of the following four years, subject to Council approval and a balanced budget being set in those years.
- 5.2 The proposals for this expenditure will be approved by the Culture and Communities committee. The expenditure and resulting impacts will also be reported during the term of the agreement.

6. Risk, policy, compliance and governance impact

- 6.1 Major risks are listed in the table below:

Key risk: The programme may fail to sustain the festivals’ world class standing for excellence
Mitigation: The partners have agreed and will monitor an indicative split of 75% of funding being directed towards programming innovation, with 25% going directly to skills development.
Key risk: The programme may fail to activate additional impacts for skills, wellbeing and community development
Mitigation: The application and monitoring processes will enable the funding partners to keep the portfolio balance under review across the three workstreams. The monitoring and evaluation framework will include annual and mid-term monitoring to allow for adjustment of approaches, if necessary, to maximise benefits.
Key risk: The programme may erode the capacity of the festivals to deliver their core cultural offering instead of the intended policy objective of strengthening it
Mitigation: Monitoring of the portfolio balance will secure the optimal mix between innovative festival core content and activation of benefits, to avoid overstretch.

<p>Key risk: The programme may fail to realise benefits widely across Edinburgh and Scotland</p>
<p>Mitigation: The criteria and decision process will be designed to take into account the objectives of all partners around delivery of impact across Edinburgh, across Scotland and internationally.</p>
<p>Key risk: The budget commitments of CEC and/or Scottish Government may not be sustained throughout the five-year programme period</p>
<p>Mitigation: Although all public sector funding is currently subject to annual spending reviews, the programme has an in-principle agreement for five years from all partners and this policy commitment will be taken into account in each annual budgeting round.</p>
<p>Key risk: Match funding level of 33% may not be successfully achieved across the festivals</p>
<p>Mitigation: The rate of match funding will be calculated at the level of the programme as a whole, to ensure accessibility for the smaller festivals and for innovative projects with less income generating potential. The partners will recognise in assessments that the match funding target is ambitious and that it will be made up of generating partner income as well as making a proportionate contribution from each festival's budget to cover additional costs and staffing.</p>
<p>Key risk: The programme objectives may be undermined by reductions in other public funding streams and continuing constraints in the fiscal and fundraising environment</p>
<p>Mitigation: As part of working towards the recommendations of the TH2.0 strategy, all partners will ensure that the future sustainability and success of the festivals is considered in a cross-organisational approach to support, through the governance of the Thundering Hooves Steering Group, the Festivals Forum and the annual Festivals Health Check reported to the Culture and Communities Committee.</p>

7. Equalities impact

- 7.1 There is no direct equalities impact from this report.

8. Sustainability impact

- 8.1 The impacts of this report have been considered in relation to the three elements of the Climate Change (Scotland) Act 2009 Public Bodies Duties, and the outcomes are positive; supporting the Festivals sustains the city's economic health.

9. Consultation and engagement

- 9.1 Consultation and engagement with the 11 Festivals Directors who make up the membership of Festivals Edinburgh, and Festivals Edinburgh Executives have informed this report, and consultation with the Scottish Government and Creative Scotland officials has also been undertaken as per paper in the funding programme.

10. Background reading/external references

None.

Paul Lawrence

Executive Director of Place

Contact: Lynne Halfpenny, Director of Culture

E-mail: lynne.halfpenny@edinburgh.gov.uk | Tel: 0131 529 3657

11. Appendices

None