

# Finance and Resources Committee

10.00am, Thursday, 4 June 2015

## Edinburgh's Christmas and Edinburgh's Hogmanay Key Performance Indicators 2014/15 – referral report from the Culture and Sport Committee

<b>Item number</b>	7.8(b)
<b>Report number</b>	
<b>Wards</b>	All

### Executive summary

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The Culture and Sport Committee on 26 May 2015 considered a report that provided an update on the key performance indicators of Edinburgh's Christmas and Edinburgh's Hogmanay for 2014/15. The two events were successful and returned a profit share of £28,754 to the Council. However, the Council had to cover an unbudgeted police cost of £107,000 as a result of Police Scotland introducing these charges for the first time. The report has been referred to the Finance and Resources Committee as part of its deliberations on the extension of the Edinburgh's Christmas and Edinburgh's Hogmanay contract with a view to covering unbudgeted costs and limiting financial exposure to the Council.

### Links

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<b>Coalition pledges</b>	See attached report
<b>Council outcomes</b>	See attached report
<b>Single Outcome Agreement</b>	See attached report
<b>Appendices</b>	See attached report

# Terms of Referral

## Edinburgh's Christmas and Edinburgh's Hogmanay Key Performance Indicators 2014/15

### Terms of referral

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- 1.1 On 26 May 2015 the Culture and Sport Committee considered a report that provided an update on the key performance indicators of Edinburgh's Christmas and Edinburgh's Hogmanay for 2014/15. The consortium of Unique Events and Underbelly was contracted to deliver Edinburgh's Christmas and Edinburgh's Hogmanay. Through the delivery of this Festival and event programme, the Council aimed to ensure that Edinburgh maintained its position as an attractive destination city for visitors throughout the winter season.
- 1.2 The two events were successful and returned a profit share of £28,754 to the Council. However, the Council had to cover an unbudgeted police cost of £107,000 as a result of Police Scotland introducing these charges for the first time.
- 1.3 The Culture and Sport Committee agreed:
  - 1.3.1 To welcome the outcomes of the 2014/15 events.
  - 1.3.2 To refer the report to the Corporate Policy and Strategy Committee for its information.
  - 1.3.3 To note that while a profit share of £28,754 was returned to the Council there was an unbudgeted police cost of £107,000 borne by the Council.
  - 1.3.4 To note that the Finance and Resources Committee was due to consider an extension of contract for Edinburgh's Christmas and Edinburgh's Hogmanay shortly.
  - 1.3.5 To refer the report to the Finance and Resources Committee as part of its deliberations on the extension of the contract for Edinburgh's Christmas and Edinburgh's Hogmanay with a view to covering unbudgeted costs and limiting financial exposure to the Council.

### For Decision/Action

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- 2.1 The Finance and Resources Committee is asked to consider the report as part of its deliberations on the extension of the contract for Edinburgh's Christmas

and Edinburgh's Hogmanay with a view to covering unbudgeted costs and limiting financial exposure to the Council.

## Background reading / external references

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[Edinburgh's Christmas and Edinburgh's Hogmanay Key Performance Indicators 2014/15](#)

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## Links

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<b>Coalition pledges</b>	See attached report
<b>Council outcomes</b>	See attached report
<b>Single Outcome Agreement</b>	See attached report
<b>Appendices</b>	See attached report

# Culture and Sport Committee

10.00am, Tuesday, 26 May 2015

## Edinburgh's Christmas and Edinburgh's Hogmanay Key Performance Indicators 2014/15

Item number	7.3
Report number	
Executive	
Wards	All

### Executive summary

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The Corporate Policy and Strategy Committee agreed on [5 August 2014](#) that a set of key performance indicators for Edinburgh's Christmas and Edinburgh's Hogmanay would be produced, against which the success of the contract could be measured and reported to this Committee.

Under the terms of the contract, Unique Events Ltd and Underbelly Ltd are jointly and severally responsible for delivery of the service contract for Edinburgh's Christmas and Edinburgh's Hogmanay. Underbelly Ltd has operational responsibility for delivering the former, while Unique Events has operational responsibility for the latter.

This report provides an update on the 2014/15 event, notes that the key performance indicators were all met (including a profit share returned to the Council from both programmes), and notes that the Council contained the Policing charge, which was introduced for the first time in 2014/15.

### Links

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Coalition pledges	P24
Council outcomes	CO8, CO20, CO26
Single Outcome Agreement	SO1

## Edinburgh's Christmas and Edinburgh's Hogmanay Key Performance Indicators 2014/15

### Recommendations

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- 1.1 Note the outcomes of the 2014/15 event; and
- 1.2 Refer this report to the Corporate Policy and Strategy Committee for its information.

### Background

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- 2.1 The consortium of Unique Events and Underbelly is contracted to deliver Edinburgh's Hogmanay and Edinburgh's Christmas. Through the delivery of this Festival and event programme, the Council aims to ensure that Edinburgh maintains its position as an attractive destination city for visitors throughout the winter season and aims to:
  - 2.1.1 create a dynamic, contemporary feel whilst retaining a sense of tradition, resulting in a 'unique to Edinburgh' product;
  - 2.1.2 offer different customer experiences;
  - 2.1.3 identify new creative activities and events to refresh the programme; and
  - 2.1.4 retain and enhance world class status for these programmes.
- 2.2 This report provides an update on the performance monitoring framework which allows the Council and consortium to evaluate the programmes each year.
- 2.3 Edinburgh's Christmas takes place over a six-week period from November to January in and around the city centre.
- 2.4 Edinburgh's Hogmanay is an internationally renowned New Year festival, taking place over three days centred on 31 December. The Festival provides unrivalled promotion for the city. Images of the midnight fireworks are broadcast around the world to significant international audiences. Social media coverage is also extensive.
- 2.5 The current contract replaced two separate contracts, and transfers all financial risk to the consortium contractor comprising Unique Events Ltd and Underbelly Ltd.
- 2.6 The term of the contract is three years from 2013/14 (at a cost of £3,937,368) with an option to extend for up to two further years.

- 2.7 The maximum subsidy in any year to the contractor is £1,312,456. The consortium will be liable for any costs that exceed the agreed subsidy.
- 2.8 The consortium is required to report regularly against contractual terms throughout the year.
- 2.9 The Corporate Policy and Strategy Committee agreed on 5 August 2014 that a set of key performance indicators be developed for Edinburgh's Christmas and Edinburgh's Hogmanay and reported annually.

## Main report

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- 3.1 Appendix one provides an update on the performance of Edinburgh's Christmas and Edinburgh's Hogmanay in delivering the objectives outlined in paragraph 2.1 above.
- 3.2 The framework is built around 21 key performance indicators monitored on an annual basis against specific targets contained within the contract, set in advance by the Council and agreed with the consortium. Performance is measured against these targets and analysed using the standard red/amber/green format of all Council performance analysis.
- 3.3 The baseline figures contained within appendix one are taken from the original successful tender submission of 2013 from the consortium. Baseline figures not contained within the tender submission are taken from 2012, the most recent data available prior to the start of this contract.
- 3.4 Edinburgh's Christmas undertakes annual audience research; Edinburgh's Hogmanay's research is undertaken biennially. The review periods within the appendix reflect these differing cycles of audience research. Edinburgh's Hogmanay, as one of the 12 major Festivals, is a member of Festivals Edinburgh. The ongoing programme of themed impact analyses by Festivals Edinburgh focuses on economic impact throughout 2015. All 12 Festivals will be impact assessed, which for Edinburgh's Hogmanay, will mean its 2015/16 programme. The results of this impact assessment should be available in March 2016.
- 3.5 At its meeting on [5 August 2014](#), the Corporate Policy and Strategy Committee considered key issues which arose in the consortium's first year, including affordability of some activities for families and an incident involving one of the attractions, which generated criticism in the local press. It was agreed as a result that a number of new family attractions and offers would be introduced, and co-operative promotional campaigns with key local media would continue for the 2014/15 event.

### **Edinburgh's Christmas**

- 3.6 Edinburgh's Christmas performed well with an increase in ticket sales of 40% to 541,151 for 2014/15 against 386,045 for 2013/14.

- 3.7 Footfall at the two Edinburgh's Christmas sites in St Andrew Square and Princes Street Gardens increased from 2.6m to 3.6m, with 2.8m of those specifically entering the sites to attend the Christmas events.
- 3.8 A reconfigured Light Night launched the celebrations with an estimated audience in George Street of 28,000 people. The St Andrew's Day celebrations attracted over 43,000 people to St Andrew Square.
- 3.9 Edinburgh's Christmas expanded its programme of more affordable entertainment with the introduction of lower priced rides for children in Princes Street Gardens. All EH postcodes were offered a 20% discount on attractions at Edinburgh's Christmas and 97,500 of these tickets were purchased by Edinburgh residents.
- 3.10 A number of community initiatives were also delivered. A Christmas tree trail around the city centre, called Decorate Edinburgh, was supported and designed by 50 local businesses. The proceeds from the involvement of the businesses supported four local charities: the Bethany Trust; Waverley Care; Women's Aid and Haldeel. The 24 Days of Advent provided a twist on the doors open day concept. Each day in the approach to Christmas a building or space which is normally closed to the public opened its door, and welcomed visitors with a mince pie or choral performance and a chance to explore the building or space. The Stained Glass Window project exhibited 12 stained glass windows designed by primary school pupils from across Edinburgh. These were displayed throughout East Princes Street Gardens.
- 3.11 Edinburgh's Christmas generated 132 articles in the printed press and online media and attracted coverage from several television and radio broadcasters.

### **Edinburgh's Hogmanay**

- 3.12 Hogmanay had its most successful year since 2007/08 with all events selling out in advance. The three day festival began with the Torchlight Procession, attracting over 35,000 people. The Street Party, Keilidh and Concert In The Gardens saw 75,000 people celebrating the new year in Edinburgh, with an estimated city centre audience in excess of 100,000 viewing the fireworks. The 1<sup>st</sup> January featured the Loony Dook in South Queensferry and the highly successful Scot:Lands programme, which opened 11 venues across the city to stage artistic performances, dance and song. In total, 148,000 people attended the events over the three days.
- 3.13 Hogmanay continues to attract a diverse audience with 64% of the street party audience coming from outwith Scotland. Box office data shows that tickets for this year's event were bought from 70 countries.
- 3.14 The BBC's live broadcast from Edinburgh peaked at 1.3m viewers during the celebrations. Sky News and Radio 5 Live also broadcast throughout the Hogmanay celebrations from Edinburgh.

- 3.15 Research commissioned for Edinburgh's Hogmanay showed a satisfaction rate for attendees of 87% (satisfied/very satisfied); value for money for the street party was rated as excellent/good value by 74% of attendees.
- 3.16 Blogmanay allowed 35 local businesses to engage with the 20 national and international bloggers who were hosted in Edinburgh for Hogmanay. The Blogmanay campaign reached 9.9m people with 77.3m impressions and 18,000 tweets on Twitter.

## Measures of success

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- 4.1 The key performance indicators contained in appendix 1 are the framework against which the success of the contract is measured.

## Financial impact

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- 5.1 The subsidy from the Council for delivery of both events is £1,312,456 per annum, fixed for three years. This is in line with the previous combined budget for both events.
- 5.2 The maximum subsidy in any year is £1,312,456. The contractor will be liable for any costs that exceed the agreed subsidy.
- 5.3 Under the terms of the contract, the Council is entitled to a share of the profits generated by both events. For Edinburgh's Christmas this share is £16,373; for Edinburgh's Hogmanay the profit share is £12,381.
- 5.4 These two events were a success allowing the consortium to offer the Council the profit share of just under £29,000 for the first time. However, the Council had to cover unbudgeted costs of £107,000 as a result of Police charges, which were introduced for the first time by Police Scotland.

## Risk, policy, compliance and governance impact

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- 6.1 The Council's contribution to these events is within budget, with the exception of the Police Scotland charges. Financial risk for the two programmes rests with the contractor. The events comply with all Council event management and safety policies. Discussions are underway about the policing of the 2015/16 events.

## Equalities impact

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- 7.1 The contractor is expected to ensure that the two programmes remain attractive to Edinburgh residents, and Edinburgh's Christmas in particular includes indicators to ensure that it remains attractive and accessible to families, and accessible to community groups.

## Sustainability impact

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- 8.1 The contractor has an Environmental Policy including undertaking to minimise impact on the environment which includes the reduction of emissions; the

efficient use of energy; the use of biodegradable and recycled products and minimisation of waste amongst others.

- 8.2 Edinburgh's Hogmanay participates in the Festivals Edinburgh Green Venue Initiative which promotes best practice in sustainability. The contractor will maintain membership.

## Consultation and engagement

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- 9.1 The contractor has consulted and engaged with local businesses; stakeholder agencies and organisations as well as community groups, schools and other groups and individuals in the planning, delivery and assessment of events and attractions. This is expected to continue

## Background reading/external references

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Reports to Finance and Resources Committee on [21 February](#) and [21 March 2013](#); report to Corporate Policy and Strategy Committee on [5 August 2014](#).

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## Links

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<b>Coalition pledges</b>	P24 - Maintain and embrace support for our world-famous festivals and events
<b>Council outcomes</b>	CO8 - Edinburgh's economy creates and sustains job opportunities CO20 - Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and futures of citizens CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
<b>Single Outcome Agreement</b>	SO1 - Edinburgh's economy delivers increased investment, jobs and opportunities for all
<b>Appendices</b>	Appendix 1 – Key performance indicators for Edinburgh's Christmas and Edinburgh's Hogmanay

## Appendix One: Edinburgh's Christmas Contractual Key Performance Indicators

Action	Deliverables and Measures	Review Period	Baseline (Tender)	2013/14	2014/15	RAGG
Increase the accessibility of the Christmas events to visitors and residents	Number of tickets sold for Edinburgh's Christmas	Annual	248,000	387,462	541,151	Green
	Number of people attending Light Night	Annual	6,000	26,000	28,000	Green
	Footfall measured at the St Andrew Square site	Annual	267k	1.1m	1.6m	Green
	Footfall measured at the Princes Street site, next to East Gardens	Annual	1.06m	1.5m	2m	Green
Enhance customer experience	% of attendees who expressed satisfaction with the programme	Annual	70%	98%	98%	Green
	% of attendees who agreed the programme provided good value for money	Annual	70%	74%	80%	Green
Ensure the programme remains attractive to Edinburgh residents	% of Edinburgh's Christmas attendees that are Edinburgh residents	Annual	30%	37%	30%	Green
Ensure the programme is attractive and accessible to families	Number of attractions suitable for families	Annual	7	7	19	Green
Ensure the programme is accessible to local community groups	No of events in which local community groups participate	Annual	2	2	6	Green
Promote Edinburgh as a winter destination through social media channels	Number of Facebook 'Likes'	Annual	9,000	37,450	58,412	Green
	Number of Twitter followers	Annual	4,789	7,024	8,894	Green
Ensure the Council is not financially exposed	Profit share returned to the Council from Edinburgh's Christmas	Annual	17%	0	£16,373	Amber

## Appendix One: Edinburgh's Hogmanay Contractual Key Performance Indicators

Action	Deliverables and Measures	Review Period	Baseline (Tender)	2013/14	2014/15	RAGG
Ensure the Street Party and Concert in the Gardens remain accessible and attractive to visitors and residents (out of a total audience for all Hogmanay events of 75,000)	No of tickets sold for the Street Party/Concert in the Gardens	Annual	56,094	57,692	64,065	Green
Ensure the Torchlight Procession remains accessible and attractive to visitors and residents (dependent on securing external funding)	No attending Torchlight Procession	Annual	27,500	27,500	35,000	Green
Maintain level of international visitors to the Street Party	% of international visitors to the Street Party	Biennial	14%	N/A	18%	Green
Maintain high level of customer satisfaction	% of attendees who expressed satisfaction with the programme	Biennial	N/A	N/A	87%	Green
Ensure the Edinburgh's Hogmanay programme is attractive and accessible to Edinburgh residents	% of Edinburgh's Hogmanay attendees that are Edinburgh residents	Biennial	24%	N/A	25%	Green
Increase domestic and international promotion of Edinburgh through social media channels	Number of Instagram followers	Annual	0	592	1,036	Green
	Number of Facebook 'Likes'	Annual	7,232	26,351	36,551	Green
	Number of Twitter followers	Annual	2,502	8,109	10,903	Green
Ensure the Council is not financially exposed	Profit share returned to the Council from Edinburgh's Hogmanay	Annual	35%	0	£12,381	Amber