

# Culture and Communities Committee

10.00am, Tuesday, 10 September 2019

## Edinburgh's Christmas and Edinburgh's Hogmanay - Key Performance Indicators 2018/19

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### 1. Recommendations

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- 1.1 The Culture and Communities Committee is asked to note:
  - 1.1.1 the extension of the Christmas and Hogmanay contracts under delegated authority for a period of two years (2020/21 and 2021/22) and terminating them one year early in March 2022 at the conclusion of Edinburgh's Christmas and Edinburgh's Hogmanay 2021/22; and
  - 1.1.2 the outcomes of the 2018/19 events.

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## Edinburgh's Christmas and Edinburgh's Hogmanay - Key Performance Indicators 2018/19

### 2. Executive Summary

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- 2.1 This report provides an update on Edinburgh's Christmas and Edinburgh's Hogmanay 2018/19 against both events' Key Performance Indicators.

### 3. Background

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- 3.1 Underbelly is contracted from April 2017 to March 2023 to deliver up to six editions of Edinburgh's Hogmanay and Edinburgh's Christmas. The contract is structured as an initial three years (concluding 2019/20), with a further three years permitted on an annual basis subject to performance. 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 residents and visitors throughout the winter season and to:
- 3.1.1 deliver an event of equivalent scale at lower budget;
  - 3.1.2 identify new creative activities and events to refresh the programme;
  - 3.1.3 offer different customer experiences to what is being provided in other cities;
  - 3.1.4 create a dynamic, contemporary feel whilst retaining a sense of tradition, resulting in a 'unique to Edinburgh' product;
  - 3.1.5 ensure a broader reach from the events by spreading activities throughout the city centre; and
  - 3.1.6 provide a high-quality offering for both events and maintain Hogmanay's status as a world class event that promotes the city internationally.
- 3.2 The Finance and Resources Committee agreed on [23 March 2017](#) (B Agenda) to award the two contracts for the delivery of Edinburgh's Christmas (Lot 1) and Edinburgh's Hogmanay (Lot 2) to Underbelly Ltd.
- 3.3 The current contract for Hogmanay transfers all financial risk to the supplier, Underbelly Ltd.

- 3.4 The term of the contract is three years in the first instance, with extensions permitted for each of the following three years until 2022/23.
- 3.5 The redevelopment of the Scottish National Gallery and the landscaping changes to East Princes Street Gardens means that available space for delivering Edinburgh's Christmas has reduced from previous years. To mitigate these changes, while still meeting the terms of the contract, Underbelly has been required to make significant capital investment to ensure the contract can be delivered while accommodating the changes in the landscape and ensuring adequate protection for the work undertaken by the National Galleries of Scotland (NGS).
- 3.6 The Executive Director of Place made a delegated decision to extend the current contracts with Underbelly Ltd for a period of two years. This is permitted under the terms of the procurement exercise agreed by Finance and Resources Committee on 23 March 2017. This is required due to on site changes from the impact of the redevelopment of the Scottish National Gallery and East Princes Street Gardens described above; and, to allow a full review of the events to take place and a new procurement or commissioning process to be delivered. No further extension will take place meaning the current arrangements will terminate in 2021/22. This was agreed through an emergency motion by the Coalition at this Committee on [18 June 2019](#).
- 3.7 Underbelly Ltd is required to report regularly against contractual terms throughout the year. This report provides an update on the performance monitoring framework which allows the Council and supplier to evaluate the programmes each year.
- 3.8 As part of the tender process, a set of Key Performance Indicators were identified and agreed in order to reflect the new contract and refreshed events programme for both festivals.

## **4. Main report**

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### **Key Performance Indicators 2018/19**

- 4.1 The Key Performance Indicators (KPIs) for Edinburgh's Christmas and Edinburgh's Hogmanay are contained within Appendices 1 and 2.
- 4.2 There are 22 KPIs, set by the Council and agreed at the start of the contract with the supplier. This allows longitudinal annual comparison of the performance of both events.
- 4.3 Annual audience research is undertaken by the producers of Edinburgh's Christmas and Edinburgh's Hogmanay. This is delivered on their behalf by BOP who have delivered a number of similar evaluations for the Edinburgh Festivals. As part of Festivals Edinburgh, Edinburgh's Hogmanay also participates in the Festivals Impact Studies. Elements funded by the Platforms for Creative Excellence (PLACE) Programme will be subject to separate and additional evaluation.

## **Edinburgh's Christmas**

- 4.4 Christmas is performing well and continues to demonstrate a small growth on the previous year. Decreases in footfall at George Street (KPI 8) are offset by an increase in footfall within the Gardens (KPI 6), reflective of the different use of these locations between 2017 and 2018.
- 4.5 Box office data has shown a large increase in the number of international visitors attending Edinburgh's Christmas (KPI 11) with overall very high levels of customer satisfaction (KPI 12).
- 4.6 Christmas continues to afford a large number of community benefits (KPI 18) including a 20% discount to those from EH postcodes and donations to charity as part of Light Night and the Silent Light installation on George Street. The work of Edinburgh schools was once again showcased as part of the Winter Windows event with additional sites in communities throughout the city. The total value of the community benefits delivered through Edinburgh's Christmas is £390,680.

## **Edinburgh's Hogmanay**

- 4.7 Hogmanay 2018/19 commenced with the annual Torchlight Procession, bringing the Year of Young People to a conclusion with an outline of Scotland made from torches and wicker sculptures created by young people from across the country. Over 40,000 people attended the opening event.
- 4.8 Hogmanay itself performed well with an increase in the number of free event attendees and broadly similar ticket numbers when compared to 2017/18 (KPI 7). The audience demographic remained similar to last year and still showing a strong rest of UK and international representation (KPIs 8-11). In total, over 183,857 people attended the three days of the festival (KPI 4).
- 4.9 Community benefits were delivered through a number of events, including the Torchlight Procession, which collected on behalf of the One City Trust. The total value of community contributions was £635,758.
- 4.10 Message From The Skies returned with 'Love Letters to Europe' written by prominent Scottish authors and projected on to key locations throughout the city.
- 4.11 Hogmanay was also the first of the major festivals to benefit from PLACE funding, enhancing the street party experience with performances from street theatre company Trans Express.

## **5. Next Steps**

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- 5.1 A contract extension of two years will be concluded with Underbelly Ltd.
- 5.2 In recognition of wider concerns around use and impact on public spaces in the city, it is also an appropriate time to review both events and to establish a future vision for Christmas and Hogmanay.

- 5.3 The extension agreed at Committee on 18 June 2019 will allow a full review of the current approach to be undertaken, alternative models to be fully scoped, and a new procurement/commissioning exercise to be completed. This review would start with a public consultation process, seeking the views of the public and wider stakeholders on the current approach, and setting out potential alternatives.
- 5.4 The exercise required to deliver these events is lengthy and requires significant engagement across a wide number of internal and external stakeholders to ensure that the events proposed are feasible, fit for purpose and deliver the benefits required.
- 5.5 A period of 18 months at the absolute minimum is required to scope a new approach, allow potential delivery partners to respond satisfactorily, and to ensure that the Council receives a number of suitable bids. A shorter time period risks the Council receiving either a small number of bids or producing a specification that does not fully reflect the desires of the Council and wider partners in the city.
- 5.6 During this period, between now and the end of 2021, a review and procurement exercise will be undertaken, with a producer appointed to deliver a reviewed Edinburgh's Christmas and Edinburgh's Hogmanay/winter events programme from 2022/23 onwards. Further details of the scope and terms of the review will be reported to this Committee in due course.

## **6. Financial impact**

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- 6.1 Under the terms of Lot 1 (Edinburgh's Christmas), Underbelly must pay the Council a set fee.
- 6.2 For Lot 2 (Edinburgh's Hogmanay), the Council made available a set budget to deliver the festival. The values of both Lots are commercially sensitive and were reported to Finance and Resources Committee on 23 March 2017 as part of the B agenda.
- 6.3 The organisers were liable for any event costs that exceeded the agreed subsidy.

## **7. Stakeholder/Community Impact**

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- 7.1 The supplier is expected to ensure that the two programmes remain attractive to Edinburgh residents, and Edinburgh's Christmas in particular included indicators to ensure that it remained attractive and accessible to families, and accessible to community groups.
- 7.2 The supplier engaged with local businesses; stakeholder agencies and organisations as well as community groups, schools, other groups and individuals in the planning, delivery and assessment of events and attractions (KPI 15).

- 7.3 The review of Edinburgh's Hogmanay and Christmas will require input from a large number of stakeholders. The remit and terms of the review will be reported in due course.

## **8. Background reading/external references**

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- 8.1 Reports to Culture and Communities Committee on [12 September 2017](#)
- 8.2 Report to Culture and Communities Committee on [19 June 2018](#)
- 8.3 Emergency Motion by the Coalition to Culture and Communities Committee on [18 June 2019](#)

## **9. Appendices**

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- 9.1 Appendix 1 -Christmas Key Performance Indicators 2018/19.
- 9.2 Appendix 2 - Hogmanay Key Performance Indicators 2018/19.

Edinburgh's Christmas 2018-19: Key Performance Indicators

Measure	Deliverable	Target	Monitoring method	2017/18	2018/19	Notes
<b>(A) Delivery of Core Events</b>						
1	Nativity Scene and Carol Concert	Successful delivery of the event		Yes	Yes	
2	Switch-on ceremony for Christmas Lights	Successful delivery of the event		Yes	Yes	
<b>(B) Audience Attendance</b>						
3	Number of tickets sold for all attractions	400,000	Ticketing data	771,007	771,074	
4	Number of attendees across full event programme	600,000	Ticketing data and free event attendance	823,376	845,582	814,677 - Tickets issued 15,000 - Light Night attendees 10,000 - Winter Windows 4,672 - 24 Doors of Advent 600 - Nativity Carol Concert 491 - Norwegian Consulate Poetry Event 142 - Winter Windows event
5	City Centre footfall	Annual increase	Essential Edinburgh report (Cross Streets, George St, Princes St, Rose St, St Andrew Square Area)	7,758,957	November: 7,505,244	Please note that the 2017 footfall was originally reported as 9,356,629. However, in 2018, 2 counters failed so Essential Edinburgh have adjusted the 2017 count to demonstrate a like-for-like comparison.
				9,356,629	December: 9,050,105	Please note that the 2017 footfall was originally reported as 11,260,274. However, in 2018, 2 counters failed so Essential Edinburgh have adjusted the 2017 count to demonstrate a like-for-like comparison.
6	Footfall at EPSG and Mound	1,000,000	Footfall clickers	2,270,000	2,510,000	
7	Footfall at St Andrew Sq	250,000	Footfall clickers	993,000	1,058,000	
8	Footfall at George St	380,000	Footfall clickers	1,362,000	612,400	Includes Silent Light and Castle Street
9	Number of attendees at Core Events (Light Night)	10,000	JACC estimate	15,000	15,000	
10	Number of attendees at Core Events (Nativity Concert)	500	Footfall clickers	500	600	
<b>(C) Audience Demographic</b>						
8	% of attendees from Edinburgh & Lothians	25%	Box Office ticketing data	49.4%	45.6%	
			Audience survey	34.0%	31%	
9	% of attendees from rest of Scotland	30%	Box Office ticketing data	33.8%	27.5%	
			Audience Survey	36.0%	37%	
10	% of attendees from rest of UK	30%	Box Office ticketing data	14.8%	14.2%	
			Audience Survey	22.0%	19%	
11	% of attendees from out with UK	15%	Box Office ticketing data	2.0%	12.7%	
			Audience Survey	8.0%	13%	
<b>(D) Customer Satisfaction</b>						
12	% of attendees expressing satisfaction with events attended	90%	Audience survey	100%	98%	
14	% of customer complaints resolved satisfactorily	75%	Customer Relationship Management System	98%	98%	
<b>(E) Community Engagement and Benefits</b>						
15	Stakeholder consultation sessions prior to events	1 consultation session and follow up for each site affected	Yes / No	Yes	Yes	
16	Number of free events at Edinburgh's Christmas	5	Yes / No	Yes (6)	Yes (5)	(Light Night, Winter Windows, 24 Doors of Advent, Nativity Concert, Norwegian Consulate Poetry & Music event)
17	Number of events at Edinburgh's Christmas in which local community can participate	4	Yes / No	Yes (4)	Yes (5)	(Light Night, Winter Windows, 24 Doors of Advent, Nativity Concert, Silent Light)
18	Value of community benefits delivered	£345,800 (as per pricing schedule)	Ticketing data & Budget reports	£374,800	£390,680	(EH Postcode discounts, Light Night, Ticket give aways, Winter Windows, Nativity Carol Concert and charitable donations)
<b>(F) Performance and Reporting</b>						
19	Timely submission of budgets and other management reports	Monthly submission of budgets	Yes / No	Yes	Yes	

20	Level of subsidy required	As per contract	No	No subsidy required	No subsidy required	
<b>(G) Environmental Impact</b>						
21	Level of reinstatement required on parks and other city centre sites	To be agreed	To be agreed	Agreed with CEC	Agreed with CEC	
<b>(H) Social Media</b>						
22	The number of "Facebook" likes for Edinburgh's Christmas	75,000	Social Media Report	98,619 Increase of 14,187 (16.8%) on previous year	109,254 Increase of 10,635 (10.7%) on previous year	
23	The number of "Twitter" followers for Edinburgh's Christmas	7,500	Social Media Report	12,500 Increase of 900 (7.7%) on previous year	13,033 Increase of 533 (4.2%) on previous year	



Edinburgh's Hogmanay 2018-19: Key Performance Indicators



Measure	Deliverable	Target	Monitoring method	2017/18	2018/19	Notes
<b>(A) Delivery of Core Events</b>						
1	Torchlight Procession on 30 December	Successful delivery of the event		Safe and successful delivery of the event	Safe and successful delivery of the event	
2	Hogmanay celebration in city centre on 31 December	Successful delivery of the event		Safe and successful delivery of the event	Safe and successful delivery of the event	
<b>(B) Audience Attendance</b>						
3	Number of tickets sold for all attractions	75,000	Ticketing data	89,508	88,546	
4	Number of attendees across full event programme	100,000	Ticketing data and free event attendance	165,986	183,857	
5	City Centre footfall	Annual increase	Essential Edinburgh report	December footfall: 9,356,629	December footfall: 9,050,105	Please note that the 2017 footfall was originally reported as 11,260,274. However, in 2018, 2 counters failed so Essential Edinburgh have adjusted the 2017 count to demonstrate a like-for-like comparison.
6	Number of attendees at Core Events (Torchlight)	35,000 (including spectators)	Ticketing data & ECR estimate	39,308	40,451	
7	Number of attendees at Core Events (Hogmanay celebration on 31 Dec)	60,000 (tickets sold for Street Party, Concert in the Gardens and Ceilidh under the Castle)	Ticketing data	TOTAL 76,739 - Bairns Afore: 5,140 - Ceilidh under the Castle: 3,184 - Concert in the Gardens: 10,000 - Hogmanay HQ: 250 - Street Party: 58,165	TOTAL 73,687 - Bairns Afore: 6,005 - Ceilidh under the Castle: 3,386 - Concert in the Gardens: 7,757 - Hogmanay HQ: 315 - Street Party: 56,224	
<b>(C) Audience Demographic</b>						
8	% of attendees from Edinburgh	25%	Box Office ticketing data	21.7%	19.5%	
			Audience survey	20.0%	23.0%	
9	% of attendees from rest of Scotland	30%	Box Office ticketing data	11.9%	13.5%	
			Audience survey	11.0%	10.0%	
10	% of attendees from rest of UK	30%	Box Office ticketing data	39.2%	40.0%	
			Audience survey	44.0%	40.0%	
11	% of attendees from out with UK	15%	Box Office ticketing data	27.2%	27.0%	
			Audience survey	25.0%	27.0%	
<b>(D) Customer Satisfaction</b>						
12	% of attendees expressing satisfaction with events attended	90%	Audience survey	94%	90%	rated experience good, very good or average
14	% of customer complaints resolved satisfactorily	98%	Customer Relationship Management System	98%	98%	
<b>(E) Community Engagement and Benefits</b>						
15	Stakeholder consultation sessions prior to events	1 consultation session and follow up for each site affected	Yes	2	2	
16	Number of free events at Edinburgh's Hogmanay	3	Yes / No	Yes (4)	Yes (5)	Torchlight Procession - free to spectate Fireworks on 31 December (Bairns Afore and Midnight Moment) - free to spectate around the city Loony Dook - free to spectate First Footers - free to attend family Ceilidh Message from the Skies - free to attend
17	Number of events at Edinburgh's Hogmanay in which local community can participate	2	Yes / No	Yes (2)	Yes (2)	Torchlight Procession & #ScotArt Message from the Skies
18	Value of community benefits delivered	£462,833 (as per pricing schedule)	Ticketing data & Budget reports	£543,210	£635,758	(Value of EH Postcode discounts, value of charitable donations, cost of free events)
<b>(F) Performance and Reporting</b>						
19	Timely submission of budgets and other management reports	Monthly submission of budgets	Yes / No	Yes	Yes	
20	Level of subsidy required	As per contract	Yes / No	Yes	Yes	
<b>(G) Environmental Impact</b>						
21	Level of reinstatement required on parks and other city centre sites	To be agreed	To be agreed	Agreed with CEC	Agreed with CEC	
<b>(H) Social Media</b>						
22	The number of "Facebook" likes for Edinburgh's Hogmanay	42,000	Social Media Report	56,000	60,654	
23	The number of "Twitter" followers for Edinburgh's Hogmanay	13,000	Social Media Report	17,100	18,100	