

Culture and Communities Committee

10.00am, Tuesday, 18 June 2019

Third Party Cultural Grants Funding – Review Outcomes

Executive/routine Wards Council Commitments	Executive All C46
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1. Recommendations

- 1.1 It is recommended that Committee:
 - 1.1.1 approves three year in principle funding to the recommended Strategic Partners, the creation of a Flexible Fund and New Models funding programmes as set out in Appendix 1; and
 - 1.1.2 approves the timeline for the introduction of the applications process for 2020/21.

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Third Party Cultural Grants Funding – Review Outcome

2. Executive Summary

- 2.1 The report recommends banded funding allocations to a group of Strategic Partners and a new Flexible Fund, an approach agreed by Committee on 13 November 2018 in the [Third Party Cultural Grants Funding – Review Update](#) report. It also recommends new models of working with Strategic Partners and funded organisations. The full programme of proposals is included at Appendix 1. The funding bands framework is included at Appendix 6. The recommendations take account of the Council's Business and Culture Plans themes, principles and commitments and the Council's Grant Standing Orders approved in December 2018. Strategic Partners are recommended for funding over a three year period from 2020/21.
- 2.2 The essential confidential stakeholders' communications programme agreed in the November 2018 Review Update report has also been fulfilled.
- 2.3 The two most significant recommended funding model changes contained in the Strategic Partners funding programme, and affecting nine organisations, are:
- 2.3.1 The proposed new theatres and related companies grouping - the recommended principal Council contact for this being the Capital Theatres Trust. The primary intention here is to encourage much greater co-operative partnership and supportive working between these organisations. This recommendation represents an opportunity for renewed working relationships with both the Council and each other. It would bring together five companies under one funding agreement i.e. Capital Theatres, Royal Lyceum Theatre Company, Traverse Theatre, Edinburgh Performing Arts Development, and Lung Ha Theatre Company; and.
- 2.3.2 The proposed introduction of a Literary Quarter Grouping which brings together, in funding terms, a grouping of four organisations which are already working together on partnership initiatives, alongside their individual programmes. The recommended lead Council funding contact in this instance would be TRACS/the Storytelling Centre. The other companies involved are the Scottish Poetry Library, UNESCO City of Literature and Scottish Book Trust.

- 2.4 The recommendations also contain some substantial changes for other organisations. An overview of the programme proposals as a whole, the review rationale and challenging budget position have informed these recommendations.

3. Background

- 3.1 The Third Party Cultural Grants Review outcomes have been informed by:
- 3.1.1 the [Third Party Cultural Grants Co-production Conversations and Update report](#) to the Culture and Sport Committee on 25 October 2016;
 - 3.1.2 the [Citywide Culture Plan Update and Culture Grants and Service Payments to organisations 2017/18](#) reports on 20 March 2017;
 - 3.1.3 the [Third Party Cultural Grants Funding Review Update report](#) on 14 November 2017;
 - 3.1.4 [Citywide Culture Plan Update March 2018](#);
 - 3.1.5 the findings of the subsequent consultation and Reference Groups discussions; and
 - 3.1.6 the [Third Party Cultural Grants - Review Update](#) report on 13 November 2018.
- 3.2 The report reflects the previously agreed delivery timeline and intention to maintain the fundamental stability of the cultural sector's infrastructure and festivals in the city whilst introducing change.
- 3.3 The Strategic Partners, Flexible Fund and New Models of working proposals were primarily informed by the Rationale, and meet the Review Brief, Purpose and Narrative (see Appendix 2).

4. Main report

- 4.1 Edinburgh is a leading international centre of cultural success. The proven benefits of public funding, facilitation and advocacy in the cultural offering and infrastructure in Edinburgh have gained genuine traction in cities across Scotland, the UK and worldwide.
- 4.2 Arts, culture and creative industries-based public funding and support programmes are providing real benefits to the profile, reputation, social and economic success of towns and cities across the UK, for example, Liverpool, Hull, Dundee, Perth and Paisley.
- 4.3 Residents should expect to directly benefit as practitioners, participants and audience members.

- 4.4 Sustaining and strengthening this successful pillar of Edinburgh's cultural, economic and social ecosystem, and the longer term ambition for direct local and national policy support and strategies directly influencing and facilitating new and proactive place-making and planning, will lead directly to positive impact on the environment in which arts practitioners and participants can thrive.
- 4.5 This directly contributes to delivering greater social, economic and cultural benefits and in a cost-effective way, maximising the constructive contribution of the city's grant-giving protocols, and ensuring alignment to the 2050 City Vision in the short, medium and long term.
- 4.6 Given the context of obvious public funding pressures, and the need and expectation for further successful evolution and development, the city is also in need of sophisticated thinking from all involved to further develop fundamental shared agendas, benefits and partnership approaches to our cultural planning, funding and offer.
- 4.7 Therefore, while bold innovation would be the ambition, funded organisations are expected, as a minimum, to develop much more collaborative partnership approaches to future business and programme planning, assessment and delivery, and the proposals contained in this report are intended to reflect that.
- 4.8 In the context of the obvious current and continuing pressures on public resources, the Council is seeking to continue to maximise strategic impacts. The Third Party Cultural Grants Funding Review programme contributes to this approach by maximising its direct contribution to the city's continuing success in the most feasible, effective and targeted way.
- 4.9 The proposals contained in the report have responded to the commitment to maintaining as stable an environment as possible, given the fundamental importance of its contribution to the success of the city, whilst also seeking to respond effectively to the Culture Plan consultation findings which were clear with regard to more open access to the limited resources.
- 4.10 This is evidently a challenging brief, and the Culture Service has now sought to meet it through the proposals contained in this report.
- 4.11 The Review recommendations cannot meet everyone's expectations. The Review process has sought to continue an open dialogue, and to retain a stable cultural environment, whilst delivering strategic change within a restrained context.
- 4.12 The rationale behind the identification of Partners (contained in Appendix 3) includes alignment of capacity, reach, business purpose, and partnerships to maximise effective targeted delivery of Council priorities including the diversity agenda and to the benefit of Edinburgh-based artists and practitioners, across art forms and delivery models.

- 4.13 Partners should also ensure the provision for the city of core venue infrastructure, be Edinburgh-based culture services drivers and providers, and offer continuing provision for practitioners, participants and audiences. They should also participate directly in and/or represent a relevant proactive collaborative and/or partnership or grouping.
- 4.14 Further reflecting the partnership and collaboration agenda, and to ensure a strategic and co-ordinated approach to the future programming of key music venues in the city, the City of Edinburgh Council's Cultural Venues Manager will chair a working group including representatives from IMPACT Scotland/Scottish Chamber Orchestra, The Queen's Hall, Ross Bandstand and Leith Theatre in due course. The working group will ensure a balanced and coordinated diary of events is planned for the city. This collaborative model will aim to ensure that music provision in the city is further enabled to thrive.
- 4.15 While Collective Gallery will no longer receive revenue grant funding from the Council, the move to Calton Hill, which has been co-funded, facilitated and supported by the Council, has provided the company with certainty of site, income and much-improved shared site visitor numbers. This new partnership model will continue the active collaborative approach through the Museums and Galleries Service. An example of this is the report which was considered and approved by the Finance and Resources Committee on [23 May 2019](#) on the Lease to Collective Gallery of The Old Observatory House, Calton Hill. The company could, of course, apply for Flexible Funding in due course.
- 4.16 The 2020/21 proposals budget is based on 2019/20 grant resources, it is therefore not feasible at this time, to introduce new Strategic Partners. Review of the three year Strategic Partners funding programme is anticipated to begin at the midpoint of the first round of the programme.
- 4.17 Banding has been introduced to offer a framework and to maximise and focus Council funding impacts and value of resources available. Each organisation will be asked to submit proposals against the priorities on a 'sliding scale'. It should also provide clear, aligned focus on the purpose and expectations of the funding awards.
- 4.18 As reflected in Appendix 6, the banding has evolved in the interim reflecting the emergence of the new partnership working proposals involving a number of organisations being merged into single funding relationships. The introduction of a £2.5m band has been added to ensure the review banding framework reflects the levels of opportunity we aim to build on should financial circumstances allow.
- 4.19 Should the funding proposals in the report be agreed, the details of a new applications process will be designed and introduced, along with assessment panels, in the subsequent months for introduction later in 2019/20 for funding year 2020/21.

- 4.20 The introduction of merged funding relationships (Appendix 1) is intended to further improve partnership working, introduce real opportunities for more co-operative working in particular meeting the Strategic Partners funding agreement targets, and to offer the opportunity to look at delivering potential shared working financial benefits which could, in due course, be re-routed to the core purposes of the organisations involved.
- 4.21 The recommendations have also been informed by input from Senior Council Officers, external stakeholder and partner, Creative Scotland. They have also been shared, as agreed by Committee in November 2018, in the strictest confidence with the currently revenue funded organisations.
- 4.22 As captured at 2.2, there are two significant funding model changes recommended:
- 4.22.1 the introduction of a theatres-based grouping to have a single funding agreement process with the Council; and
 - 4.22.2 the introduction of a literary quarter grouping to have a single funding agreement process with the Council.
- 4.23 There are further recommendations contained in Appendix 1 which will represent both funding level reductions and increases, as well as discontinuing revenue funding for the organisations concerned in 2020/21. The review rationale, banding framework and challenging budget position having informed these recommendations.

5. Next Steps

- 5.1 Implement agreed recommendations for introduction in financial year 2020/21.
- 5.2 Design and implement applications processes in recommended timeframe.

6. Financial impact

- 6.1 There will be no financial impact in 2019/20. The programme is contained within the available budget. Whilst the recommendation going forward is for three year in principle funding commitments, and a new Flexible Fund resource, management of impacts, should there be changes to the 2020/21 budget, would be implemented at the earliest opportunity.

7. Stakeholder/Community Impact

- 7.1 Meeting agreed remit to retain core sector stability.
- 7.2 Impacts on companies through changes to previous prolonged revenue funding relationships, the detail of which is captured at Appendix 1.
- 7.3 Report recommendations have been shared with key stakeholder, Creative Scotland.
- 7.4 Positive impact of continued funding on Strategic Partners.
- 7.5 Introduction of new Flexible Fund opportunity open to companies not currently funded by the Council.
- 7.6 The Strategic Partners and Queens Hall/SCO New Models funding programmes are for three years in principle.
- 7.7 Funding Programme is designed to maximise effective targeted delivery of Council priorities including the diversity agenda and to the benefit of Edinburgh-based artists, participants and practitioners, across art forms and delivery models.

8. Background reading/external references

- 8.1 [Third Party Cultural Grants Co-production Conversations and Update report](#) to the Culture and Sport Committee on 25 October 2016;
- 8.2 [Citywide Culture Plan Update and Culture Grants and Service Payments to organisations 2017/18](#) reports on 20 March 2017;
- 8.3 [Third Party Cultural Grants Funding Review Update report](#) on 14 November 2017;
- 8.4 [Citywide Culture Plan Update March 2018](#);
- 8.5 [Third Party Cultural Grants - Review Update](#) report on 13 November 2018; and

9. Appendices

- Appendix 1 Full Programme of Proposals
- Appendix 2 Review Brief, Purpose and Narrative
- Appendix 3 Rationale
- Appendix 4 Flexible Fund
- Appendix 5 New Models
- Appendix 6 Funding Bands – Changes and Overview

Full Programme of Proposals

	2020/21 Grant Rec.	Funding Bands
Three Year Strategic Partners		
1 Artlink	£100,000	1 up to £2.5M
2 Centre for the Moving Image	£100,000	2 up to £1M
3 Dance Base	£50,000	3 up to £150,000
4 Capital Theatres Trust	£1,000,000	4 up to £125,000
including Lung Ha, Royal Lyceum Theatre Company, Traverse, Edinburgh Performing Arts Development		5 up to £100,000
5 Edinburgh Art Festival	£20,000	6 up to £75,000
6 Edinburgh Festival Fringe	£75,000	7 up to £50,000
7 Edinburgh International Festival *	£2,026,000	8 up to £20,000
8 Edinburgh International Book Festival	£50,000	
9 Edinburgh International Children's Festival	£100,000	
10 Edinburgh Jazz and Blues Festival	£100,000	
11 Edinburgh Printmakers	£20,000	
12 Edinburgh Science	£150,000	
13 Edinburgh Sculpture Workshop	£20,000	
14 Festivals Edinburgh	£125,000	
15 North Edinburgh Arts Centre	£150,000	
16 TRACS (Scottish Storytelling Forum/Festival)	£100,000	
including Scottish Book Trust, Scottish Poetry Library, UNESCO City of Literature		
17 Stills Gallery	£20,000	
	£4,206,000	
Flexible Fund** (inc. proposed £8,000 2020/21 mitigation and Local Festivals and Events Budget)	£208,585	
Moved to potential of Flexible Fund		
1 Scots Fiddle Festival		
2 Scottish Indian Arts Forum		
3 Edinburgh International Harp Festival		
4 Drake Music Scotland		
5 Music in Hospitals Scotland		
6 Puppet Animation Scotland		
7 Waverley Care Arts Project		
8 RSNO		
New Models		
1 Collective	-	
2 Queens Hall	£60,000	
3 SCO	£50,000	
4 Multi-cultural event allocation	£33,600	
TPCG 2020/21 Total	£4,558,185	

* Year 2 grant reduction of £100,000

** 2021/22 rising to £308,585

The report approved at Committee on 26 March 2019 awarding grants for 2019/20 can be accessed [here](#).

REVIEW BRIEF

The core brief was to:

review long standing fixed funding programme and address the current lack of flexibility and to better reflect and deliver priorities;

- deliver on the request to review funding as an outcome of the Desire Lines and Culture Plan;
- ensure the inclusion of a consultation process;
- deliver a review within a fixed budget envelope; and
- retain a stable environment whilst implementing change.

REVIEW PURPOSE

The purpose of the review was to:

- re-examine funding allocations and associated processes thereby ensuring a renewed, effective, accessible and accountable grant awards process;
- ensure accessible and accountable allocation of limited funding resources to maximise partnerships and to benefit the city's cultural, social and economic future;
- ensure the Council offers a flexible and effective strategic contribution to Edinburgh's on-going role as a cultural and creative international centre of excellence; and
- to continue to ensure residents and visitors have excellent opportunities as arts and creative practitioners, participants and audiences.

REVIEW NARRATIVE

The guiding narrative for the review and the funding recommended, was to:

- retain stability whilst introducing change / opening up opportunities to new potential funding recipients;
- contribute to the further development of Edinburgh as a destination for talented artists and practitioners;
- ensure collaboration and partnership development is core to funding strategy;
- manage expectations within a pressured funding context;
- maximise core benefits and deliver objectives; and
- ensure further opportunities for all levels of engagement are available to the city's diverse communities.

REVIEW RATIONALE

In establishing and aligning recommendations, the following reference information was used.

Strategic Partners should:

- be revenue funded by the Council's Culture Service to date;
- be prepared to work in partnerships with others to maximise capacity, reach, business purpose, and resources;
- deliver arts-based public programme/production year round;
- work to maximise targeted delivery of Council priorities including the access and diversity agendas;
- prioritise professional opportunities and benefits to Edinburgh-based artists and practitioners – representing relevant art forms and delivery models;
- provide core venue infrastructure where feasible;
- be Edinburgh-based culture services drivers and providers;
- offer continuing provision for practitioners, participants and audiences;
- participate in and/or represent a relevant proactive collaborative and/or partnership or grouping; and
- be well-managed and established active charitable status companies with reserves and risk policies

The Council continues its commitment to the core festivals in the city and to the performance venues infrastructure.

FLEXIBLE FUND

The resources for this fund are being made available through the realignment of the funds within the available budget envelope.

Therefore, seven previously revenue-funded recipients have been re-allocated to the potential of Flexible Funding. The majority of these have been in receipt of small levels of funding and, having been assessed against the review rationale, have not been allocated revenue resources beyond 2019/20. Two have been identified to receive support in 2020/21 to mitigate the impact this change to the funding relationship would have i.e. the Scots Fiddle Festival and the Scottish Indian Arts Forum. This should allow for change management in the context of the end of revenue funding from the Council.

Those organisations not identified as Strategic Partners unfortunately do not align fully enough to the priorities and core requirements for Strategic Partner funding. The organisations are:

- Edinburgh International Harp Festival
- Scots Fiddle Festival
- Scottish Indian Arts Forum
- Drake Music Scotland
- Music in Hospitals Scotland
- Puppet Animation Scotland
- Waverley Care Arts Project

NEW MODELS

Collective Gallery - While the Gallery will no longer receive revenue grant funding from the Culture Service, the move to Calton Hill, which has been co-funded, facilitated and supported by the Council's Culture Service, has provided the company with certainty of site, income and much-improved shared site visitor numbers. This new partnership model will continue the active collaborative approach with the Council, now through the Museums and Galleries Service. An example of this is the report which was considered and approved by the Finance and Resources Committee on [23 May 2019](#) on the Lease to Collective Gallery of The Old Observatory House, Calton Hill. The company could, of course, apply for Flexible Funding in due course.

Music in the City Collaboration

Further reflecting the partnership and collaboration agenda, and to ensure a strategic and co-ordinated approach to the future programming of key music venues in the city, the City of Edinburgh Council's Cultural Venues Manager will chair a working group including representatives from Dunard Centre/ Scottish Chamber Orchestra, The Queen's Hall, Ross Bandstand and Leith Theatre in due course. The working group will ensure a balanced and coordinated diary of events is planned for the city. This collaborative model will aim to ensure that music provision in the city is enabled to thrive. RSNO is identified to receive no further revenue grant funding from the Council. It is a national company based in Glasgow. The company will continue to receive a subsidised rental for the Usher Hall. The company could, of course, apply for Flexible Funding in due course, and input to the work of the music collaboration group.

Queens Hall - The proposal is to change the funding relationship with the Queens Hall both in terms of amount available, and the purpose of the funding. Up to £60,000 would be made available and the relationship will be managed by the Council's Cultural Venues Manager going forward. The intention being to develop a much more symbiotic programming relationship between the music venues.

SCO would continue to be funded and receive a small uplift to a maximum of £50,000, acknowledging their national performance company status based in Edinburgh, and their alignment to a number of key activities in the city in terms of strategic context and planning (the Dunard Centre in particular). The funding would be realigned to partnership working with the Council's Cultural Venues. It would not be utilised towards Cultural Venues overheads.

Multi-cultural event allocation (£33,600) will be managed with a view to developing a new model of event delivery. The rationale for this multi-cultural event is linked directly to strategic priorities.

In partnership with Creative Scotland, the Culture Service is in the process of appointing a Diversity Officer (Agent for Change). The post has a council budget allocation for related development activity. Given the evident direct links to the responsibilities of the post, an apportionment of this budget has been allocated to the multi-cultural event allowing a final available event budget of £45,000. The Diversity Officer would have direct responsibilities in contract and relationship management for the event.

CHANGE TO FUNDING BANDS

As a direct result of the practical application of the Strategic Partners initiative, it emerged that two banding levels (£500,000 and £250,000) were not required. Therefore, these bands were deleted, and new bands introduced (£75,000, £125,000 and £2,500,000) to facilitate a further degree of flexibility in the remaining banding allocations.

Final	
1	£2.5M
2	£1M
3	£150,000
4	£125,000
5	£100,000
6	£75,000
7	£50,000
8	£20,000

Proposed	
1	£1M+
2	£500,000
3	£250,000
4	£150,000
5	£100,000
6	£50,000
7	£20,000

Final Funding Bands and Related Priorities

These are intended as a headline priorities guide which will inform the more detailed Strategic Partners (and Flexible Fund) Funding Application Process to be developed following Committee decisions.

Up to £20,000
<p><u>Applications should provide, describe and evaluate:</u></p> <ul style="list-style-type: none"> • Opportunities for Edinburgh residents as arts and creative practitioners • Co-operative and/or partnership programmes of arts production and programming • Active engagement with, and reflection of, the city's diverse population in programmes of artistic development

Up to £50,000
<p><u>Applications should provide, describe and evaluate:</u></p> <ul style="list-style-type: none"> • Opportunities for residents and visitors as arts and creative practitioners • Co-operative and/or partnership programmes of arts production and programming • Community engagement programmes ensuring direct practitioner experience in their delivery • Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally • Active engagement with, and reflection of, the city's diverse population in programmes of artistic development

Up to £75,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally and nationally
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- Commissioning new work

Up to £100,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally and nationally
- Support and deliver greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive year round
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- Commissioning new work

Up to £125,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct Edinburgh-based practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally and nationally
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- Support and deliver greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive year round
- Invest in artists and practitioner development, and support and sustain the local artistic community
- Commissioning new work

Up to £150,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally and nationally
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- New work commissioning and development, in particular, working with Edinburgh-based artists and practitioners
- Invest in artists and practitioner development, and support and sustain the local artistic community
- Deliver national and international programme, profile and reputation
- Support and deliver greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive year round

Up to £1,000,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Invest in artists and practitioner development, and support and sustain the local artistic community
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally, nationally and internationally
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- Support and deliver greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive year round
- Deliver national and international programme, profile and reputation
- Focus on excellence in the content, practice and delivery of artistic programmes of benefit to local artists
- Commission new work
- New work commissioning and development opportunities, in particular, working with Edinburgh-based artists and practitioners
- Develop and support the infrastructure which sustains Edinburgh's cultural and creative sectors
- Ensure that everyone has access to world class cultural provision
- Encourage the highest standards of creativity and excellence in all aspects of activity

Up to £2,500,000

Applications should provide, describe and evaluate:

- Opportunities for residents and visitors as arts and creative practitioners
- Invest in artists and practitioner development, and support and sustain the local artistic community
- Co-operative and/or partnership programmes of arts production and programming
- Community engagement programmes ensuring direct practitioner experience in their delivery
- Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success, locally, nationally and internationally
- Active engagement with, and reflection of, the city's diverse population in programmes of artistic development
- Support and deliver greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive year round
- Deliver significant national and international programme, profile and reputation
- Focus on excellence in the content, practice and delivery of artistic programmes of benefit to local artists
- Commission new national and international productions
- New work commissioning and development opportunities, in particular, working with Edinburgh-based artists and practitioners
- Develop and support the infrastructure which sustains Edinburgh's cultural and creative sectors
- Ensure that everyone has access to world class cultural provision
- Encourage the highest standards of creativity and excellence in all aspects of activity
- Demonstrate significant intergovernmental/NGO support for activities in cash or kind
- Demonstrate significant support from philanthropic sources, Trusts and Foundations