

# Culture and Sport Committee

10.00 am, Monday, 30 November 2015

## Outcome of the Cultural Policy Review: Culture Plan

<b>Item number</b>	7.1
<b>Report number</b>	
<b>Executive</b>	
<b>Wards</b>	All

### Executive summary

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A review of the Council's 1999 Cultural Policy, which began in 2012, is now complete. This report summarises the later stages of that process, highlights the key findings of the process and notes that in response, the outcome of the review is the creation of a new Culture Plan which is based on objectives shared across the city's cultural community, is focused on actions to be achieved in partnership, and will be available online (from early 2016) so that it remains a live and useful resource.

The report notes that the version of the Culture Plan presented here for approval is a distillation of the core new material, in a first indicative edition: indicative, because the full content of the Plan will be available online, and because actions will be updated continuously. A summary of one of the key actions – the creation of a citywide Culture Task Group for an initial period of a year – is also provided, and members are asked to approve the Council representation on that Group.

### Links

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<b>Coalition pledges</b>	P24, P31, P40
<b>Council outcomes</b>	CO20, CO25
<b>Single Outcome Agreement</b>	SO1, SO2, SO3

## Outcome of the Cultural Policy Review

### Recommendations

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- 1.1 To note that the three-year process to review the 1999 Cultural Policy has now concluded, and once again, to thank all those individuals and groups who took part in the review, particularly the members of the Desire Lines Steering Group;
- 1.2 To note that the original policy objectives of the 1999 Cultural Policy and the five 'Desire Lines' developed in the last consultation phase, have been integrated in a single set of objectives within the Culture Plan;
- 1.3 To approve the replacement of the Cultural Policy with a new Culture Plan, the core of which is appended to this report in a first indicative edition;
- 1.4 To note that the format and content of the Culture Plan has been devised to respond directly to the key finding of the consultation process, namely that any new Plan should be concise and actions-based;
- 1.5 To note that the full content of the Culture Plan will be available from early 2016 in a purpose-designed website, which will be updated on a continuous basis, and will act as a single point of contact for information about Council services which support cultural activity and creative industries in the city;
- 1.6 To approve the replacement of the dormant Cultural Partnership by the creation of a citywide Culture Task Group, to be set up and managed in partnership by the Desire Lines Steering Group and the Council, for a year in the first instance;
- 1.7 To approve the proposed Council representation on the Task Group as listed in appendix two, and to note that any action required by the Council emerging from the Task Group's discussions will be reported to the appropriate committees for approval; and
- 1.8 To note that the success of the new Culture Plan model will be reviewed and reported annually to this Committee.

### Background

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- 2.1 As previously reported, the Culture and Sport Service began reviewing the Council's 1999 Cultural Policy in 2012. The Culture and Sport Policy Development and Review Sub-Committee considered the progress made in October 2013 and agreed:
  - 2.1.1 to reflect in the outcome of the review, the objectives guiding the 1999 Policy;

- 2.1.2 the thematic content of the next phase of consultation with a broad representative grouping of stakeholders and partners, building on extensive consultation already undertaken before that date;
  - 2.1.3 to review the Cultural Partnership and its role as a key element of the broader Policy review;
  - 2.1.4 to set up a Steering Group, and to establish appropriate working groups to address key strands of practical policy delivery.
- 2.2 The Sub-Committee agreed that the review of the Policy should reflect a genuinely citywide agenda. In order to achieve this, a Representative Peer Group (the Peer Group) was identified. Potential members were asked to design and deliver a major consultation to inform the Cultural Policy (with support from Council officers). This cooperative approach was designed to ensure that the Policy which emerged from the review reflected as broad a range of voices as possible and could subsequently be taken forward in partnership.
- 2.3 The review process since October 2013 progressed as agreed by the Sub-Committee. The following seven headline themes informed the tailored consultation from 2014 onwards: leadership; partnership; resources; facilitation; infrastructure; place-making and destination development; and communication.
- 2.4 As reported in December 2014, the previous tailored consultation involved around 300 individuals who represented cultural, business and political interests, and national agencies, amongst others. The final stage of the consultation process which took place between late 2014 and early 2015 was designed and delivered by the Peer Group, with support from Culture and Sport, as well as input from the Business Intelligence team.
- 2.5 The Peer Group decided to call the consultation Desire Lines (and became known as the Desire Lines Steering Group). As previously reported, the Steering Group held its first open discussion meeting to look at what makes a culturally successful city on 8 December 2014, and two half-day facilitated open seminars on 3 February 2015. The Steering Group produced its own summary of the points and feedback from those meetings, as well as an online survey it conducted, in the form of a document entitled "*Desire Lines – What Makes Edinburgh a Culturally Successful City?*". This was appended to the 26 May 2015 report to this Committee about this review, and is also available to download from the Group's website ([www.desirelines.scot](http://www.desirelines.scot)). Members of the Steering Group attended the 26 May meeting of this Committee in order to present the Group's findings and the Desire Lines document, which focuses on five themes or desire lines.
- 2.6 The Steering Group members emphasised, at that meeting and subsequently in other contact with the Council, that the key finding of their phase of the consultation is that any successor to the Cultural Policy should focus on a clear set of actions – should, in effect, be a concise plan of action, adapting as necessary to changing circumstances.

## Main report

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- 3.1 Since 26 May 2015, the Culture and Sport service has liaised with colleagues across the Council and the Desire Lines Steering Group to complete the Cultural Policy review. The product of this review is a plan of action which is founded on the following objectives:

Ensure that everyone has access to world class cultural provision.
Encourage the highest standards of creativity and excellence in all aspects of cultural activity.
Support greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive all year round.
Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success locally, nationally and internationally.
Develop and support the infrastructure which sustains Edinburgh's cultural and creative sectors.
Invest in artist and practitioner development and support and sustain the local artistic community.

- 3.2 These objectives are drawn from the original ten objectives of the 1999 Cultural Policy and the five desire lines which emerged from the last phase of the review process. They reflect a genuinely citywide shared agenda.
- 3.3 To ensure that the Culture Plan is used as a practical working resource, its primary format will be online rather than in print. Full background details of cultural policy development since 1999 will be included, with links to original documents and summaries of the many projects and milestones achieved since then. This story of how the Council and partners have arrived at the current Plan will be complemented by the core of the Plan: the actions under way or to be launched.
- 3.4 Using an online format will make it possible to continuously update the actions, tracking progress and amending or adding others as necessary. The Council will lead on this, but partners will be invited to submit action updates, other news, comment, images and short films. This collaboration, through content and links to related websites and social media channels, will help keep the Plan current, will contribute to the objective of articulating and promoting the importance of culture, and will be an active demonstration of the importance of partnership to the city's cultural success.
- 3.5 The website format will also make it possible to respond immediately to another key finding from the consultation: information, advice and relevant Council contact details will be gathered in one place, in a 'one stop shop' approach, to

make it simple for anyone with a cultural sector or creative industry issue to get the help and support they need from the Council. At the time of writing, the Council's Transformation Programme is under way, and may result in various changes including service titles, remits, processes and personnel. The Culture Plan website will be updated accordingly as relevant changes take place.

- 3.6 The version of the Plan which is appended to this report is therefore a distillation of its core new elements, namely: vision; objectives; description of how the Council currently supports culture and creativity to thrive in the city; and the initial set of key actions. The full Plan will only appear online, since it will cover the history to date; updates on progress against each action; additional actions to be added as they are identified; a compendium of guidance and contacts in a one-stop shop section; and content from partners. For this reason, the version of the Plan presented here is described as the first indicative edition. The website is in development and will be launched in early 2016.
- 3.7 As noted in the attached Plan, detailed actions in relation to the ongoing live music project will be added in spring next year. The Council is also committed to responding with an action plan to *Thundering Hooves 2.0: A Ten Year Strategy to Sustain the Success of Edinburgh's Festivals*. Work is under way to develop this response, and the actions will be incorporated in the Culture Plan in the spring. In addition, those actions will be reported separately to the Corporate Policy and Strategy Committee, as agreed by this Committee in August 2015.
- 3.8 Since May 2015, the Culture and Sport Service has also worked in close partnership with the Desire Lines Steering Group to develop the concept of the Culture Task Group, the composition of its proposed membership, its remit and other practical details. The Convener of Culture and Sport has been consulted on this proposal, which is summarised in appendix 2. The Committee is asked to approve the proposed representation on behalf of the Council, and to note that the Task Group is intended to have a relatively short life of a year in the first instance. Following Committee approval, formal invitations will be issued jointly by the Council and the Desire Lines Steering Group to potential Task Group members. The Culture and Sport Service will support the Group, and it is envisaged that it will meet quarterly in 2016. However, the Task Group itself, once established, will confirm how it will operate and for how long.
- 3.9 It is proposed to review and report to this Committee annually the performance and success of this Culture Plan model.

## Measures of success

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- 4.1 Continuing close liaison with the Desire Lines Steering Group to support the new citywide Culture Task Group. Continuing engagement across the Council and by the cultural sector to support and implement the Culture Plan.

## Financial impact

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- 5.1 Peer Group members and the Culture and Sport service contained the cost of staff time spent on the consultation process in their respective revenue budgets for 2014/15 and 2015/16 to date. In addition, Peer Group members contributed £1,000 to the development of the Desire Lines website, and the Culture and Sport Service contributed £5,750 to cover the development of Desire Lines to date. These costs were contained in the Culture and Sport Services' revenue budget for 2014/15.
- 5.2 The Culture and Sport Service is working with the Council's Digital Services Manager to complete the development of a Culture Plan website. The cost of this will be contained in the Culture and Sport Service revenue budget 2015/16.
- 5.3 Individual actions within the Council's Culture Plan are contained within the work programmes and budgets of relevant services across the Council.

## Risk, policy, compliance and governance impact

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- 6.1 Services across the Council were consulted during the review of the cultural policy, and have confirmed that the draft Culture Plan presented with this report is an accurate reflection of the policy direction of their respective service areas. This Plan incorporates a suitably updated and amended version of the ten objectives of the 1999 Cultural Policy, and, subject to Committee approval, now supersedes that previous Policy.
- 6.2 The citywide Culture Task Group described above will be jointly supported by the Desire Lines Steering Group and the Council, with the Culture and Sport Service providing the secretariat for this Group. Two senior elected members and the Chief Executive have been invited to accept places on this Task Group. Any specific actions arising for the Council from the Task Group's discussions will be reported to the relevant groups and/or committees for appropriate governance oversight and approval.
- 6.3 There are no risk or compliance impacts arising from this report.

## Equalities impact

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- 7.1 The consultation was designed to be as open and transparent as possible, to ensure that the views of all interested parties and individuals could be gathered and analysed. Open meetings were held at venues which are accessible to people with limited mobility. Comments were also invited online.
- 7.2 The Culture Plan will be provided online to ensure that it is available to as wide a readership as possible – but also that interested parties can provide updates and links to related cultural activity in the city. It will be possible to download a

summary Plan from the website and to request a printed copy from the Culture and Sport Service - although the fullest and most up to date version will always be in the online format.

7.3 One of the key objectives of the Plan is to promote access for all to culture.

## Sustainability impact

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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 have been assessed as having no significant direct impact on carbon, climate change or general sustainability. The Plan's vision is about sustaining the city's cultural and creative success.

## Consultation and engagement

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9.1 As described above, tailored consultation was undertaken to develop this Plan. Those consulted in this way included selected councillors, senior Council officers and Scottish Government; businesses (and in particular, creative industries), public agencies, and representatives of Trades Unions and the cultural sector.

9.2 An extensive open public and sector consultation was also undertaken.

## Background reading/external references

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Report to the Culture and Sport Committee of [26 May 2015](#)

Report to the Culture and Sport Committee of [16 December 2014](#)

Policy Development and Review Sub-Committee of the Culture and Sport Committee on [22 October 2013](#)

The previous [Cultural Policy](#), adopted in 1999

Desire Lines [website](#)

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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 P31 - Maintain our city's reputation as the cultural capital of the world by continuing to support and invest in our cultural
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infrastructure

**Council outcomes** 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  
CO23 – Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community  
CO26 - The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives

**Single Outcome Agreement** S01 - Edinburgh's economy delivers increased investment, jobs and opportunities for all  
S02 - Edinburgh's citizens experience improved health and wellbeing, with reduced inequalities in health  
S03 - Edinburgh's children and young people enjoy their childhood and fulfil their potential

**Appendices**

1. Culture Plan – first indicative edition;
2. Culture Task Group remit and proposed membership

# **The City of Edinburgh Council Culture Plan**

**First indicative edition,  
November 2015**

(The primary version of the Plan will be available online)

## **Vision:**

City partners work together to keep culture and creativity at the heart of Edinburgh's success

## **Vision**

The Council's vision is that Edinburgh is a thriving, sustainable capital city in which all forms of deprivation and inequality are reduced. The Council has adopted three overlapping themes to support this vision: improve quality of life; ensure economic vitality; and build excellent places. Central to achieving this vision, culture makes a significant contribution to improving Edinburgh's quality of life, economic vitality and place-making.

The vision for this Culture Plan is that city partners work together to keep culture and creativity at the heart of Edinburgh's success.

## **Background**

Edinburgh hosts one of the biggest and most exciting cultural events in the world; is home to some of the most innovative companies in their fields; creates business wealth which contributes to Scotland's economy; and is one of the highest rated European cities in which to live, work, visit and invest. The city is home to an extraordinary selection of award-winners in architecture, business, sciences, arts and academia as well as being the leading Festival City in the world, the first UNESCO City of Literature and has two World Heritage Sites.

Since adopting its 1999 Cultural Policy, the Council has helped to bring together those delivering key cultural events, activities and services in the various sectors, through collaborations such as the Cultural Partnership, the City Cultural Venues Study and the Festivals Strategy. In 2009 the Council agreed that all cultural infrastructure planning and development would support the ambition for Edinburgh described by the Cultural Venues Study as: recognised worldwide as a high quality 'must see' contemporary European capital city; able to attract a year-round programme of cultural festivals and events, which attracts increasing numbers of visitors to the city and is supported by high quality levels of service and a customer-focused infrastructure; and a creative and connected city, promoting the wellbeing both of people and places. In another important example of collaboration, Festival Directors working together with the Council commissioned the Thundering Hooves study, to examine Edinburgh's position as Festival City in relation to its competitor cities. This led directly to the formation of Festivals Edinburgh, which, with key stakeholders, launched Thundering Hooves 2.0, A Ten Year Strategy to Sustain the Success of Edinburgh's Festivals, in May 2015.

The Council has also facilitated the development of Marketing Edinburgh; made the city's creative and cultural sector a keystone of its economic policy, launching the Creative Edinburgh network in 2010; developed close working ties with Scottish Government, national and local agencies on cultural matters; and supported and facilitated the Business Improvement District initiatives, which place a high value on city centre events and cultural activities.

## **Cultural Policy Review**

The Council reviewed its Cultural Policy between 2012 and 2015, consulting widely in the process. Full details of this review process will be available elsewhere on the Culture Plan website.

The last period of public consultation was led by the cultural sector itself on behalf of, and supported by, the Council. The steering group which led this work called itself and the process Desire Lines, and issued a summary of its findings under the same title.

This review process confirmed that the themes of partnership, leadership, communication, resources and infrastructure are vital to Edinburgh's cultural success, and also showed that the ten objectives of the 1999 Cultural Policy remain valid, albeit in need of more contemporary wording. In addition, five 'desire lines', articulated by the Desire Lines Steering Group to summarise the findings of the last public consultation phase of the review, dovetail with those consultation themes and the 1999 objectives. The Desire Lines reflect many of the original objectives in the 1999 Policy, and reinforce the need for ongoing commitment and attention to these key areas.

## **Objectives**

These themes, objectives and desire lines have been integrated to produce the following single set of objectives for this Culture Plan:

Ensure that everyone has access to world class cultural provision.

Encourage the highest standards of creativity and excellence in all aspects of cultural activity.

Support greater partnership working in the cultural and creative sectors and maximise resources available to help them thrive all year round.

Articulate the positive impact of culture in Edinburgh and promote Edinburgh's cultural success locally, nationally and internationally.

Develop and support the infrastructure which sustains Edinburgh's cultural and creative sectors.

Invest in artist and practitioner development, and support and sustain the local artistic community.

## **A shared endeavour – across the Council, and across the city**

It is clear that there is a shared desire to work in partnership to continue to support successful creativity and culture across the city. As the Desire Lines document concludes: "Conversation and collaboration across conventional boundaries are essential, for whole city ambition requires whole city participation."

That participation and commitment begins with the Council and its services. Council services work together all year round to support culture, working closely with individuals, groups and external bodies to provide that support.

The Culture Service is the lead for the Council on the Culture Plan and:

- provides a wide range of cultural services directly to the public and to organisations in all sectors, through its Museums and Galleries, the Usher Hall, Assembly Rooms, Church Hill Theatre and Ross Theatre, and its Arts, Events and Public Safety teams;
- provides strategic, financial and in kind support to a wide range of cultural organisations in the city, including individuals, organisations from grassroots to national levels, theatres and festivals;
- develops innovative projects and major events with partners to provide new cultural and creative opportunities for artists, practitioners and audiences, including those who would otherwise find it difficult to access such opportunities;
- maintains and develops key parts of the city's cultural infrastructure, raising funds with partners to realise those ambitions;
- supports the city's 12 major festivals, and in so doing, sustains them as a positive force with multiple benefits for Edinburgh and Scotland as a whole.

Other vital Council contributions to the city's cultural life are made:

- by the Economic Development Service, supporting and promoting creative industries, seeking inward investment; and promoting key cultural projects through the city's international relations;
- by schools, community learning and the Arts and Creative Learning team, providing education and training to develop skills and knowledge, promoting participation in the arts by individuals and groups, and encouraging all to enjoy and benefit from Edinburgh's diverse cultural offer;
- by the Libraries and Information Service, which provides and promotes access to high quality physical and digital information services and resources to all, together with heritage activities in partnership with individuals and groups, and an extensive range of projects and events targeted at specific groups to promote the importance and value of reading, literacy and cultural expression;
- by the Planning service, which sets the framework guiding development and infrastructure, deals with associated applications, and plays a key role in initiatives relating to public realm, public art and place making;
- by the Estates service which leases property to the cultural and creative sectors, amongst others, on a short, medium and long term basis, acting as supportive landlord;
- by the Licensing service which ensures that cultural venues, events and festivals operate in accordance with the Licensing statutory framework, taking into account the special needs of cultural providers;
- by the Transport, Parks and Greenspace, and Waste services, which make it possible for events and festivals to take place in Edinburgh's streets and outdoor spaces;
- by the wide range of staff working closely with local communities and city stakeholders on community planning, promoting cultural and creative activity and decision-making at the grassroots level.

Below are more detailed examples of the contributions made by Council services.

The Economic Development Service:

- supports the development of world class cultural infrastructure through physical sites and access to external funding, including potentially the Edinburgh and South East Scotland City Region Deal;
- supports the city's private sector base which both benefits from, and contributes to the objectives of, the Culture Plan - through Creative Edinburgh and the city's cultural industries, including opportunities for skills development and international talent attraction;
- promotes inward investment in the city's cultural sector, and showcases Edinburgh's cultural and creative sectors overseas, through initiatives such as the Edinburgh Shenzhen soft landing / incubator space;
- leads on the Council's international relations, providing support for the Momentum International Delegate Programme and the Festival City Network which have further potential to become dynamic international platforms. In addition, the international strategy will support the 70<sup>th</sup> anniversary of Edinburgh's Festivals in 2017, the Year of Innovation, Architecture and Design in 2016 and the Year of History, Heritage and Archaeology in 2017 to demonstrate the city's cultural strengths in these areas, secure funding and enhance strategic international collaboration. Collaborations will include exchange of knowledge and best practice; pilot projects, partnerships and initiatives linking the public and private sectors, and civil society; professional and artistic exchange programmes.

#### The Planning Service:

- provides input to the Strategic Development Plan for the region and contributes to the Action Programme prepared to support the delivery of that plan;
- prepares the Local Development Plan that sets the detailed policy for development in the city area and prepares the Action Programme that sets out what is needed to deliver the plan;
- prepares guidance on design and other detailed matters to ensure that development is of the highest quality and contributes positively to the city;
- through the development management process, ensures that planning policy and guidance objectives are delivered;
- supports and safeguards the characteristics of the built heritage of the city and leads on development of the place making agenda;
- delivers improvements to the public realm through project work in collaboration with other services and partner organisations.

#### The Estates Service:

- lets a wide range of properties to cultural organisations including the Festival and Kings Theatres, The Collective Gallery, Edinburgh World Heritage Trust and the Traverse Theatre on leases ranging from annual missives to 99yr long leases;
- provides estate management for Council owned cultural venues;
- grants licences / short term tenancy agreements for events including many cultural lets; including lettings in Princes Street Gardens and the Meadows for the festivals as well as a year round programme in parks, Festival Square and other council property. Festival Square was recently used for the Edinburgh International Festival's Harmonium Project;
- ensures joint working on a range of projects including the proposed extension of the National Gallery of Scotland in Princes Street Gardens; the restoration of The Assembly Rooms; and the acquisition of Customs House for a museum/heritage centre;
- works with the film industry to provide film locations to a wide range of users on a short term basis, often utilising vacant properties.

#### The Licensing Service:

- provides a frontline service touching almost every aspect of city life including venues, events and entertainment;
- operates between the public and private sector, enabling businesses and safeguarding the public;
- works with key partners including visitors to the city, the business community, External Statutory consultees (Police Scotland, SEPA, Scottish Fire & Rescue Service), and internal Council consultees (for example Trading Standards, Planning & Building Standards, Environmental Health) ensuring the delivery of high quality, safe, licensed activities, events and places;
- ensures that Edinburgh's reputation as a world class destination is supported;
- brings together key quality of life council services through a neighbourhood based model of service delivery.

## **Format and delivery of the Culture Plan**

In direct response to the key findings of the review process, this new Culture Plan focuses on the key actions which will achieve the objectives listed previously, and in doing so, respond to other key cultural and creative sector initiatives (such as the Thundering Hooves 2.0 Strategy and collaborative work with the city's live music community, and the Council's current cultural priorities which include affordable spaces for artists and practitioners, amongst others).

The Plan is designed as a work in progress, to be updated on a continuous basis by the Council and partners when progress is made. As milestones are reached or tasks are completed, other actions will be added to make sure the Plan remains an accurate summary of the city's shared ambitions. To keep it live, the Plan will be available online, and – demonstrating that the Plan is supported by organizations and individuals across the city - partners can add updates and news.

The Culture Plan has been developed with input from all Council directorates, and will be embedded across services, along with the Council's existing pledges to 'maintain and embrace support for our world famous festivals and events' and to continue 'to support and invest in our cultural infrastructure'. The Culture Plan will be augmented by a cross-sectoral citywide Culture Task Group, set up jointly by the Council and the Desire Lines Steering Group. This will replace the previous Cultural Partnership.

## **Culture Plan Actions – as at 20 November 2015**

Partnership, leadership and communication will be vital to achieving this Plan, along with resources (people with the right skills and talents, and funding), and infrastructure (physical and digital). As noted earlier, these themes emerged from the consultation process which preceded the final Desire Lines phase of public consultation – and full details of this three-year journey to create this Plan will be provided in words, images and links on the Culture Plan website.

Most of the actions listed in this first indicative edition of the Culture Plan relate not only to these themes but also to one or more of the five desire lines, one or more of the themes within Thundering Hooves 2.0. All of the actions fall within one or more of this Plan's objectives. Connections to the themes, Desire Lines and Thundering Hooves 2.0 themes are shown in the table below.

Many of these actions will take considerable time and partnership effort to progress and will require to be renewed and updated over years: for example, the body of evidence about the value of culture will need to be kept up to date year on year. For that reason, completion dates are difficult to provide, but progress updates in each area will be published on the website.

Actions are numbered below for ease of reference and their sequence does not indicate a priority order.

	<b>Action</b>	<b>Timeline</b>	<b>Themes</b>	<b>Desire Lines 1 to 5</b>	<b>Thundering Hooves 2.0 6 themes</b>
1	In collaboration with the Desire Lines Steering Group, create a citywide Culture Task Group	From January 2016 for one year in the first instance	All, especially leadership & partnership	All, especially 1 (articulate positive impact; maximise resources) and 3 (greater partnership)	Festival City; National & Global Positioning
2	Maintain existing partnerships and continue to facilitate networks and opportunities for discussion and debate	Ongoing	All, especially leadership & partnership	All	National & Global Positioning
3	Maximise the benefits of the Council's membership of the World Cities Culture Forum	Ongoing	Partnership Communication	1 (articulate positive impact), 3 (greater partnership), 4 (access to world class... cultural provision)	National & Global Positioning; Deep & Wide Engagement; Investment & Enterprise
4	Work with others to promote greater understanding of the value and importance of the city's year-round culture and events to Edinburgh's success	Initiated with the launch of the Culture Plan online, in early 2016	Communication partnership	1 (articulate positive impact), 3 (greater partnership), 4 (access to world class... cultural provision)	National & Global Positioning; Deep & Wide Engagement; Investment & Enterprise
5	Gather and publicise a body of evidence which supports the case for investing in the cultural and creative sectors (using tools such as cultural mapping, economic impact analyses, surveys etc)	Ongoing	Communication Resources	1 (articulate positive impact ...maximise resources), 3 (greater partnership)	National & Global Positioning; Investment & Enterprise
6	Improve collaboration within the Council to support the city's cultural and creative sectors and make it simpler for people to contact the right people in the Council for help and support (a 'one stop shop' approach)	Initial progress through Culture Plan website; further progress expected through the Council Transformation outcomes by mid-2016	Partnership Resources Communication	2 (enabling attitude) and 3 (greater partnership)	Deep & Wide Engagement
7	Develop a range of opportunities for performers, others working in the cultural and creative sectors,	Ongoing	Leadership Partnership	2 (enabling attitude); 3 (greater partnership) and	Deep & Wide Engagement

	<b>Action</b>	<b>Timeline</b>	<b>Themes</b>	<b>Desire Lines 1 to 5</b>	<b>Thundering Hooves 2.0 6 themes</b>
	and small organisations - such as affordable spaces for rehearsal and performance, and for pop-up exhibitions (promote database of available spaces and toolkit), and support for skill and project development		Resources Infrastructure	5 (support and sustain the local artistic community)	
8	Continue to collaborate in Creative Clusters and Hubs initiatives to maintain and enhance networks and artist/practitioner support and development	Ongoing	Infrastructure	2 (enabling attitude); 3 (greater partnership) and 5 (support and sustain the local artistic community)	Deep & Wide Engagement
9	Carry out informal consultation, in partnership with Music is Audible group, on proposed changes to licensing	Ongoing	Leadership Partnership Communication	2 (enabling attitude); 3 (greater partnership) and 5 (support and sustain the local artistic community)	Festival City
10	Using the report commissioned in 2015 from the Music Venues Trust, and working in partnership with the Music is Audible group, develop other actions to support Edinburgh's live music provision and add these to this Plan in spring 2016	Spring 2016	Leadership Partnership Communication	2 (enabling attitude); 3 (greater partnership) and 5 (support and sustain the local artistic community)	Festival City
11	Work with licensing colleagues to hold workshops with relevant cultural partners on the 2016 Licensing consultation	Spring 2016	Leadership Partnership Communication	2 (enabling attitude); 3 (greater partnership) and 5 (support and sustain the local artistic community)	Festival City
12	Continue to July 2016 the capacity building project (EPAD) for the theatre sector which is managed through the Festival City Theatres Trust and Traverse Theatre. Seek funding to continue project development beyond July 2016.	Funding application to be prepared December 2015	Leadership Partnership Resources	3 (greater partnership) and 5 (invest in artists' development & support)	
13	Explore ways to replicate the theatre capacity building project for other art forms	Commence late 2016	Leadership Partnership Resources	3 (greater partnership) and 5 (invest in artists' development & support)	Deep & Wide Engagement

	<b>Action</b>	<b>Timeline</b>	<b>Themes</b>	<b>Desire Lines 1 to 5</b>	<b>Thundering Hooves 2.0 6 themes</b>
14	Implement outcomes of Third Party Grants review for cultural organisations from early 2016 (including stronger collaboration, developing new partnerships and creating new funding streams)	Communicate findings early 2016 and implement from April 2016	Leadership Partnership Resources	1 (...maximise resources), 3 (greater partnership), 4 (access to world class ...cultural provision), 5 (sustain the local artistic community)	Investment & Enterprise
15	Develop new and collaborative approaches to funding packages, investment (including alternative funding mechanisms) and resources for the cultural and creative sectors with private and public partners	Proposed for the Task Group agenda in 2016	Leadership Partnership Resources	3 (greater partnership), 5 (sustain the local artistic community)	Investment & Enterprise
16	Continue to work with partners to maintain and enhance the city's cultural infrastructure, creating an environment which attracts and retains artists and creative people and supports the city's festivals and other cultural assets	Ongoing	Leadership; Infrastructure Resources Partnership Communication	2 (enabling attitude), 4 (access to world class ...cultural provision), 5 (...sustain the local artistic community)	Festival City; Digital Ways & Means
17	At the time of writing, the outcome of the bid for an Edinburgh and South East Scotland City Region Deal has not yet been announced. If this Deal is awarded by the UK and Scottish Governments, cultural infrastructure projects will play a key part in the Deal's success.	Outcome pending	Leadership Resources Infrastructure Partnership	All 5 desire lines	Festival City; Investment & Enterprise; Digital Ways & Means
18	Continue advocacy and support of a digital infrastructure strategy for the city to support innovation across all sectors	Ongoing	Infrastructure Communication Resources	1 (...maximise resources), 4 (access to world class ...cultural provision), 5 (sustain the local artistic community)	Festival City; Digital Ways & Means
19	Explore how the Planning system can contribute to the delivery of cultural elements in new development sites and in the public realm	Ongoing	Infrastructure Resources Partnership	2 (enabling attitude), 4 (access to world class ...cultural provision), 5 (...sustain the local artistic community)	Festival City
20	Research existing models elsewhere to ensure the consistent delivery of the best of public art in	To be confirmed	Infrastructure Resources	2 (enabling attitude), 4 (access to world class ...cultural provision)	

	<b>Action</b>	<b>Timeline</b>	<b>Themes</b>	<b>Desire Lines 1 to 5</b>	<b>Thundering Hooves 2.0 6 themes</b>
	public spaces and work towards adopting a suitable model for Edinburgh		Partnership Communication		
21	Improve and implement wayfinding (signage both physical and digital) to cultural venues and spaces across the city	Ongoing	Infrastructure Communication Leadership Partnership	2 (enabling attitude), 4 (access to world class ...cultural provision)	Festival City
22	Regularly assess and report to the Corporate Policy and Strategy Committee the Council's progress in leading and contributing to agreed actions within the Thundering Hooves 2.0 Strategy	April 2016	Leadership Partnership Communication Resources Infrastructure	2 (enabling attitude), 4 (access to world class ...cultural provision), 5 (...sustain the local artistic community)	All themes
23	Regularly assess and report to the Culture and Sport Committee the progress made by the Council and partners towards meeting the Culture Plan Actions	Annually	Leadership Partnership Communication Resources Infrastructure	All desire lines	All themes

### Culture Task Group: Remit and Proposed Membership

The Task Group will bring together influential leaders from a broad spectrum of national and city interests including leading members of Edinburgh’s cultural and creative community and the City of Edinburgh Council.

The Group will:

- debate, prioritise and agree the key actions which will ensure that culture and creativity remain at the heart of the city’s success;
- take appropriate action jointly and severally; and
- advocate the benefits and importance of culture to the city.

The proposed membership has been developed and agreed through a disciplined shared process in a partnership between the Council and the Desire Lines Steering Group. The proposed composition of the Group is as follows:

The City of Edinburgh Council	Convener of Culture and Sport Committee and the Vice-Convener Convener of Economy Committee and the Vice-Convener Chief Executive (or a nominated officer as substitute) Director of Culture (or a nominated officer as substitute)
Edinburgh’s cultural community, including Desire Lines Steering Group representatives	5 members
Business, education and technology	5 members
National bodies	3 members
Third sector and health and social care	2 members

It is envisaged that the Task Group will select its Chair and Vice-Chair from its own membership at an early meeting. Members representing organisations may wish to send a nominee to meetings, as is suggested for the Council’s representation.

### Links

<b>Coalition pledges</b>	P24, P31, P40
<b>Council outcomes</b>	CO20, CO25
<b>Single Outcome Agreement</b>	SO1, SO2, SO3

The Task Group will be facilitated by the Council's Culture and Sport Service. The Group's actions-focused agenda will be informed by the Council's Culture Plan and the Desire Lines Steering Group.

It is envisaged that the Group will meet quarterly in 2016; frequency of meetings and duration of the Task Group will be confirmed by the Group itself, once established.

If the Task Group recommends to its member bodies any specific action that they might take, actions that would involve the Council would be reported to the appropriate Council committee for approval; and where necessary, other Task Group members representing bodies with similar governance arrangements would seek appropriate formal approval for action.