

# Regular Funding Programme 2018-21

## Appendix 1

### Business Plan Guidance



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## Introduction

We expect that all organisations considering an application for Regular Funding will already have a Business Plan, regularly refreshed, which can be used for a variety of stakeholders, not just Creative Scotland. We do not expect that you will write a Business Plan specifically for Creative Scotland as a result of this application process, except in the instances of a consortium application.

Please provide all of the information outlined below. It can be in the order that makes most sense to you, however please ensure all areas are covered. We acknowledge applicants will want to shape individual plans according to their own business models. As a guide, we would expect your plan to be **no more than 30 pages long at a font size of no less than 11 point size**, excluding appendices.

## Executive Summary

This should summarise your plan on no more than two pages.

## Background

This section should provide a clear understanding of where your organisation is now in its development. You should provide a brief history of your track record to date and a summary of recent activity indicating levels of success or particular achievements.

## Vision and Purpose

All Regularly Funded Organisations are expected to have a clearly defined vision and purpose that expresses why the organisation exists and who benefits from its activity. If applying as a consortium each organisation must provide their individual organisation's mission/statement of purpose, along with one for the consortium as a whole. This section should also include strategic aims and objectives and how they will help you to develop towards achieving your vision. You should also identify particular areas where you will focus on developing your organisation in order to achieve your stated vision.

## Equalities, Diversity and Inclusion (EDI)

Beyond your legal obligations, we expect you to demonstrate how EDI is applied throughout your organisation, from governance to employment, in your planned activities and your engagement with participants and audiences.

## Proposed Programme of Work

Please provide a detailed activity plan for year 1 (2018-19) of the Regular Funding period, and at least an outline of the activities proposed for years two and three (2019-21).

You should lay out your proposed artistic or creative programme of work in the context of your organisation's aims and objectives, the general development of the particular art form(s) or creative areas which you work with and the wider environment you work within. Please provide key milestones set against each year, clearly identifying who is responsible for delivering them.

This should also set out how your programme will contribute towards Creative Scotland's ambitions (at least the first two, with the other three being optional) and connecting themes set out in Creative Scotland's 10-year plan.

Please also tell us about the following:

### Audiences

- How you will develop your audiences and those taking part in your activities, how you will reach your audiences and maintain your relationship with them and how you will deepen your engagement with them. We consider the word audience to have a wide definition, embracing the public, lifelong learners, individual artists, practitioners and partners

### Strategic Partners and Collaboration

- Any strategic partnerships and collaborative opportunities that you are involved in or would like to develop during the funding period 2018-21 of Regular Funding and how these would strengthen your work and add value to our stated ambitions and connecting themes

### Change, Sustainability and Resilience

- Any plans to implement change or development and how this will contribute to the sustainability, consolidation or resilience of your organisation.

The application form requests specific quantitative data and information about your programme of work, which must also be completed.

## Evidence of Demand

Tell us about any work which you have carried out (evaluations or research) which substantiates the demand for your programme of work. This can include any evaluation work which you have undertaken, conferences or events which you have attended, information about audience figures, box office information, any form of consultation or any research which you have undertaken or accessed. This should establish a framework for understanding the sustainability of, and the demand for, the programme of work being proposed.

## Evaluation

Please tell us how you will evaluate the impact of your work, including how you will evaluate the success of each of the key areas of your programme of work. You should include what it is you will seek to measure and include a summary of evaluation methods that you plan to use.

## Governance and Leadership

We will want to see that you have both suitable management/governance structures and reporting arrangements in place and a clear awareness of risks to the successful delivery of your programme and appropriate means to mitigate these risks. Please outline the roles and responsibilities of Senior Leadership and Boards and any relevant policies, such as recruitment. Please also provide details of your Board and Senior Leadership as follows:

For all applicants – a list of current staff at Senior Leadership level within your organisation

For Companies Limited by Guarantee and Community Interest Companies (CICs):

- Directors of the Company (i.e. those that are registered at Companies House)
- A list of any trustees who are not Directors, if any
- If you are a company limited by guarantee then a list of your members

For Scottish Charitable Incorporated Organisations (SCIOs):

- A list of trustees
- A list of members (if applicable)

For Trusts and unincorporated organisations that are charities:

- A list of trustees

You should include evidence of the experience and qualifications of your Board (if applicable) and Senior Leadership. If this is in the form of CVs or biographies, please include these as an appendix to your Business Plan.

## Delivery and Management

Show how you will effectively manage and deliver your proposed programme of work. This should include details of who is responsible for each area of delivery and how progress against your plan will be monitored. In addition, applications from consortia should demonstrate their ability to work together effectively, detailing the roles and responsibilities of each partner.

## Financial Management

Use this section to tell us about the quality of your financial controls, monitoring and reporting arrangements and detail any previous experience of managing large-scale or multiple year grants. Whilst we do not expect organisations to undertake sensitivity planning, however, if there are major uncertainties in future plans, then you should tell us about them. Applications from consortia should also demonstrate a clear and transparent financial relationship between consortium members.

## Budgets

Your budget should clearly reflect the programme of work which you have set out in your Business Plan.

We expect organisations to generate income from sources other than Creative Scotland and your budget should clearly illustrate projected income levels from other sources, as well as any assumptions you've made in calculating this income.

Your budgets should be comprehensive, appropriate and suitable for the scale and type of programme of work being proposed during the three year funding period 2018-21. You should show this alongside headline projections or a summary of your 2016/17 and 2017/18 budgets. You can also include your 2015/16 budget.

You should set out as clearly as possible what each budget heading relates to and provide accompanying explanation and narrative, where appropriate. Please also set out your income, including the amount for which you are applying to Creative Scotland. You should take into account inflation and the need to insure, repair or replace key assets.

Your budget should clearly identify how much you are applying for from Creative Scotland within each of the three years 2018/19, 2019/20 and 2020/21. Given the limited resources likely to be available, please be realistic about the amount you are requesting from Creative Scotland.

You do not have to apply for the same amount of funding in each year. However if you intend to apply for a sum in any one year that is significantly different to any other year you should explain the reasons why.

We expect organisations to generate income from other sources and your budget should clearly illustrate projected income levels from other sources.

## Commitment to Fair Pay for Artists, Creative Practitioners and Staff

Please outline how you will be delivering fair pay for artists, creative practitioners and staff, referencing industry standards where applicable.

## Risk Assessment, including analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Please provide us with a Risk Assessment outlining key areas of risk and any mitigating actions you plan to take across all aspects of your organisation and its work. You should include a brief SWOT analysis outlining your view of your strengths, weaknesses, opportunities and threats.

## Capital projects

If your organisation is in the process of a major capital project or development for the period of Regular Funding 2018-21, whether funded by Creative Scotland or not, please tell us about this in the relevant sections of your Business Plan and Application Form. We would like to understand the implications of the capital development on your planning, organisational development, budgets and programme delivery.

Please note that Regular Funding will not support any form of large capital funding for buildings, however, organisations applying for Regular Funding can include any small capital costs for equipment, up to a maximum of £100,000, in their application and Business Plans, to help them deliver the programme of activities during the regular funding period.