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Creative Scotland Annual Plan 2019/20

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Introduction

Creative Scotland is the national public body which supports the arts, screen and creative industries across all parts of Scotland on behalf of everyone who lives, works or visits here.

We are now five years into our 10-year plan Unlocking Potential, Embracing Ambition and we remain committed to the five ambitions of the Plan. In addition, we are committing to a sixth ambition in relation to supporting sustainable creative businesses to reflect more evidently our work in this area.

The arts, screen and creative industries in Scotland remain important. They make significant economic, cultural and social contributions across the country and they are valued by the people of Scotland. Supporting their development is a vital role and one which Creative Scotland is very well placed to fulfil. We have a broad range of skills, knowledge and expertise that we contribute, in addition to funding, in order to support and promote to a vibrant arts, screen and creative industries offer for the people of Scotland. In this plan we are continuing to support progress and address the challenges that an ever-changing context brings.

Last August, Screen Scotland was launched as the new dedicated partnership (with Scottish Enterprise, Highlands and Island Enterprise, Skills Development Scotland and the Scottish Funding Council) for Film and TV in Scotland and held within Creative Scotland. In this area we have been able to expand our support across skills and talent development, film and TV production, access and audiences, business development support, a locations service and helping to develop infrastructure. Our ambition is to support a transformation of the industry in this country over the next five years and for Scotland to be a global screen leader and this will be a key area of focus for the coming year.

Local Authorities remain a significant part of the support infrastructure for cultural and creative activity right across Scotland. We understand the budget pressures facing local authorities,

however we also need to ensure a thriving and vibrant cultural offer continues for people across the country. We remain committed to working together with cultural organisations and local authorities to achieve this in the year ahead.

Successful development of the arts, screen and creative industries in this country needs a strong national body and Creative Scotland has many strengths, but also things that we need to do and work on to ensure we are the best organisation we can be. Throughout the coming year we will continue to evolve our organisation and the way we work in order to best serve the arts, screen, creative industries and the public.

We know resources will always be tight, and the reality is that there are many more quality ideas than we have funding for. So we are currently reviewing our overall approach to funding. We want to find the right balance of stable regular funding, project funding and targeted time-limited interventions. So, during the coming year we will be having an ongoing dialogue with stakeholders and the public to discuss how we can best navigate a way forward. This year we will also be marking the 25th anniversary of the National Lottery, taking this opportunity to showcase the significant benefits this funding brings to communities across Scotland.

We are also looking to make a culture shift in how we hold our relationships with people and conduct our work. We want to build on values of mutual trust and respect, on openness and transparency, and on human relationships. Our aim is constant dialogue, rather than occasional consultation, that will enable us to inform and influence each other and deliver even more success for culture and creativity in Scotland.

This is important, not just to enable us to successfully negotiate the challenges ahead, but to pursue new opportunities and unlock resources together to enable them to happen.

Iain Munro
Acting Chief Executive

Our Role

Creative Scotland enables people and organisations to work in and experience the arts and creative sectors in Scotland. We do this by helping others to create cultural activity through developing great ideas and bringing them to life.

Our Annual Plan sets out our budgets, our priority areas of work and explains the work we will deliver over the course of the next 12 months. Our performance against our Annual Plan is reported each year in our **Annual Review**. The review draws on data provided by the organisations and projects that we fund and provides headline analysis which we hope will be useful to everyone working in the cultural and creative industries sectors.

Our 10 year plan, **Unlocking Potential, Embracing Ambition**, outlines five ambitions for the arts, screen and creative industries for the period up to 2024 which underpin all of our work:

- Excellence and experimentation across the arts, screen and creative industries is recognised and valued
- Everyone can access and enjoy artistic and creative experiences
- Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity
- Ideas are brought to life by a diverse, skilled and connected leadership and workforce
- Scotland is a distinctive creative nation connected to the world.

As well as our ambitions and priorities, there are four connecting themes that run through all aspects of our work:

- **Creative learning**
- **Equalities, Diversity and Inclusion**
- **Digital**
- **Environment**

We support the arts, screen and creative industries as a **development agency**, a **funder**, an **advocate**, and as an organisation that seeks to **influence others** to increase opportunity and maximise the impact our resources can offer.

We work in partnership with Government, Local Authorities and the wider public, private and voluntary sectors to deliver this support.

As well as our commitment to supporting the arts, screen and creative industries through funding, we have a remit to promote the work that we fund as well as advocating on behalf of Scotland's arts and culture more broadly.

To help deliver this, we work within a clear Communications framework setting our key communications activity for 2019/20 in terms of corporate communications, media relations and PR, Government relations, digital communications (web and social media), marketing, our enquiries service, internal communications and events.

The Creative Scotland Communications Directorate also holds responsibility for Gaelic and Scots language as well as Environmental planning.

Gaelic language Plan

Scots Language Policy

Environment Policy

At all times, we aim to make our communications as clear, timely and accessible as possible and we measure the effectiveness of our communications through regular audience research and report on this as part of our Annual Review.

Across the breadth of our work Creative Scotland aims to play a central leadership role in the international arena, seeking to develop new international opportunities and markets. Four core themes frame how this will be achieved:

- Import – Scotland’s communities and local economies experience the benefits of embracing high-quality international experiences
- Export – Scotland’s creative businesses maximise the potential of international markets. Excellent, high-quality work created in Scotland is widely promoted and enjoyed, and effective partnership working enables new international opportunities and markets to emerge
- Cultural exchange - Artists and creative practitioners have opportunities to deepen their practice through international dialogue, exchange and collaboration, broadening knowledge, insight, and innovation
- Cultural diplomacy – Strengthen international relationships promoting Scotland as an important global centre for the arts, screen, and creative industries with a richly diverse culture. Scotland has a unique cultural identity with strong traditional roots and an appetite for experimentation and innovation.

Arts, Screen and Creative Industries priorities over the next 12 months

Arts

The **Arts Strategy** published in 2016 sets out our ambition for the arts in Scotland. It is based on a resolute understanding of the reach, relevance and the wide-ranging contribution that artists and the arts make to society. The concept of arts and culture as vital elements of holistic public service is now reinforced by the inclusion of culture as a component of the National Performance Framework for the first time. These documents provide us with an important framework informing how we will deliver development function through funding, advocacy, influence and, crucially, consider the longer term for the arts across Scotland at a time when resources are constrained across the public sector.

- **Artists and cultural producers:** We will build on the success of the first round of the Touring Fund for theatre and dance developed in collaboration with the sectors. This fund is responding to an established sector need for a new model to invigorate the making and touring of performing arts, and to stimulate new and additional audience.

We will provide development funding to 5 invited artist run spaces in Scotland and work with them to better understand the pressures and challenges they face. We will also undertake a mapping of artist led activity across the country in partnership with the Scottish Artists Union.

- **Organisations and sector development:** We will continue to support international exposure and market development through Showcase Scotland; by presenting the work of Charlotte Prodger for Scotland + Venice 2019; and continue our partnership with PRS Foundation supporting Scottish musicians at international showcases such as South by South West and Eurosonic.

We will be working with the arts sector to develop innovation and sustainable change. This includes our ongoing work to establish stronger artist networks for dance across the country and the development of a national literature network, Literature Alliance Scotland, focussing on their work towards future proofing the sector.

We will be working with the Creative Industries team to develop support for the Scottish publishing industry led by commissioned research. We have agreed a partnership with the Art Fund to undertake research into models of visual art touring, co-commissioning and co-production within Scotland and the rest of the UK. This research will gather and analyse information from strategic touring providers such as Artist Rooms, Hayward Touring, Arts Council Collection, plus a wide range of gallery Directors and curators to determine the scope of opportunity currently available - and the needs and challenges to be addressed.

Working with the Creative Industries team we will be carrying out baseline research into selling opportunities within the visual arts, craft and design sectors. The research is intended to - give us a broad overview of the different ways in which people sell their work; identify the barriers that currently exist to selling; explore opportunities to increase sales into the future and the interventions that would be required to achieve this.

- **Society and audiences:** We will continue to deliver the Youth Music Initiative and CashBack for Creativity programmes as well as the Nurturing Talent Fund - small grants direct to young people. We will continue to facilitate the NYAAG the National Youth Arts Advisory Group that is helping to shape the future of culture and arts in Scotland.

Following the launch last year of the Platforms for Creative Excellence fund we will continue to act as lead funding partner along with Scottish Government and City of Edinburgh Council delivering increased community engagement programmes across the Edinburgh festivals.

In this UNESCO year of Indigenous Languages we continue to be fully committed to Gaelic Language in the context of the arts, screen and creative industries, and will continue to work to deliver the commitments set out in our Gaelic Language Plan through our operations, our communications, and our funding.

Key development activity for Arts 2019/20

The following is a summary of key developmental activity to be led by the Arts and Engagement Directorate in 2019/20. It sits complimentary to ongoing funding and other development activity, including Regular and Open Project Funding.

Summary of key development activity and contribution to Corporate Objectives	Excellence and experimentation across the arts, screen and creative industries is recognised and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity	Ideas are brought to life by a diverse, skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world	Creative Industries are supported through business development	Creative Scotland's operational and business processes are effective and efficient
Deliver the Touring Fund including convening information and development sessions for the dance and theatre sectors across Scotland.							
Research artist led activity to support delivery of Artist Run Spaces development fund.							
Deliver Visual Arts and Craft Makers Awards in partnership with local authorities.							
Deliver targeted funding programmes including Youth Music Initiative and CashBack for Creativity.							
Each art form to develop a sector development programme.							
Work with British Council to deliver the Momentum International Delegate Programme.							
Work with Education Scotland and other education partners to support Creative Learning Networks across Scotland.							
Deliver Phase 3 of Time to Shine, including supporting National Youth Arts Advisory Group and Nurturing Talent Fund.							
Work with Scottish Book Trust to support delivery of Book Week Scotland.							
Support for international development and promotion of Scottish literature, including Publishing Scotland Translation Fund and launch of Scottish Books International.							
Support development of Gaelic Arts in partnership with Bòrd na Gàidhlig.							
Scots language development, including co-hosting Scots Gaitherin and support for Scots Scribever.							
Develop a Traditional Arts Network and work with Fèisean nan Gàidheal to deliver Tasgadh – Small Grants for Traditional Arts.							

Screen

The announcement of Screen Scotland in August 2018 created a unique shared identity for the **partnership** between Creative Scotland, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, and the Scottish Funding Council. Guided by the shared vision of the 2017 **Collaborative Proposal** and committed to ongoing engagement with the screen sector, the agencies have agreed a Memorandum of Understanding, and the work is overseen by a new Screen Committee, a sub-committee of the Creative Scotland Board, comprising representatives from the agencies and Creative Scotland Board members.

By 2023 Screen Scotland's vision is to ensure "Scotland is recognised as a leading creative force, and a nurturing and inclusive, forward thinking and entrepreneurial, well-resourced and culturally stimulating home for world class film and TV talent." Our full plans for 2019/20 are provided in the Screen Scotland Business Plan published in 2019. **[Insert Link to published Business Plan once published]**

In 2019/20 we will:

- Strengthen our approach to equalities, diversity and inclusion [EDI] in every area of our work, from film education to production, including introducing the BFI Diversity Standards.
- Support industry's needs and ambitions: elevating the quality of work, creating greater opportunities for talent to progress, and ensuring that Scotland's economic success in screen is rooted in the success of its local talent.
- Support entrepreneurship and professionalism as the pace of change and disruption in our industry accelerates.
- Become stronger advocates for Scotland's talent at home and abroad, building relationships and partnerships and increase opportunities and exposure for Scotland's growing sector across film and television.

We will focus on eight areas for delivery activity:

Development and Production: *Boosting production by increasing funding and support to grow the number and diversity of film and television productions from Scotland.* We will achieve this through our **Film Development and Production Fund, Broadcast Content Fund** and strategic partnerships with content commissioners. This will include the implementation of our **new partnership agreement** with the BBC.

Business support: *Creating specialist business development provision for screen businesses ensuring that advice and support is appropriate and easy to access.* We will achieve this through developing inter-agency support, enhancing Screen Scotland's business enterprise capacity.

Talent: *Developing Scotland's screen talent and promoting Scotland's talent in domestic and international markets.* We will achieve this through support for **talent development initiatives**, our new **Professional Development Fund**, our **Market and Festival Attendance Fund** and other initiatives with agency and industry partners.

Skills: *Improving employment opportunities in the sector through increased and co-ordinated opportunities for work-based learning, training and development.* Following the completion of workforce research led by Skills Development Scotland, strategic co-ordination across all stakeholders will be developed during 2019. Training programmes will continue including the Outlander Training Programme, the New Entrants Training Scheme, the PACT Indie Diversity Training Programme and BECTU Vision. Skills Development Scotland will lead the provision and further development of **Modern** and **Foundation Apprenticeships** and careers education. Scottish Funding Council will support the **Creative Media Network** to develop the relationship between Scotland's colleges and universities and the screen sector.

Film Education: *Improving and expanding the provision of film and moving image education in every context, increasing its reach, depth and inclusivity.* We will do this through the **Film Education Partnership Fund**, support for the **BFI Film Academy**, and work with **Film Access Scotland** and **cinemas**.

Audiences: *Developing audiences in Scotland by increasing access to a wide range of film and television, and raising the profile of Scottish film and television among audiences in Scotland, the UK and internationally.* We will achieve this through our **Distribution and Exhibition Fund** and **Film Festivals Fund** working with **Film Hub Scotland**, and our Regularly Funded Organisations. We will provide new capital funding through our **Cinema Equipment Fund** to upgrade or install cinema screening equipment in cinemas and venues and deliver a new Cinema Pilot Project.

Filming in Scotland: *Developing Scotland's reputation as a destination for domestic and international productions and co-productions and developing international markets.* We will achieve this through our **Production Growth Fund** and our **Screen Commission** which runs our Locations Service, works with local film offices, reaches out to domestic and international markets, and supports the work of national and international producers and directors looking to film in Scotland.

Studio and Build Space: *Growing and improving Scotland's screen infrastructure including studio facilities.* We will actively market a broad range of Scottish **studio facilities and build space** and secure private sector-led investment in studio infrastructure to meet demand for greater provision of studio space.

To support Screen Scotland, the Scottish Government will provide an additional £9m of funding in 2019/20 alongside the current £10m of annual National Lottery and Grant In Aid investment from Creative Scotland to deliver screen development, production, and growth funding of up to £19m.

Key development activity for Screen 2019/20

The following is a summary of key developmental activity to be led by Screen Scotland in 2019/20. It sits complimentary to other activity as set out in the Screen Scotland Business Plan.

Summary of key development activity and contribution to Corporate Objectives	Excellence and Ambition is visible, vital and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and creativity	Ideas are brought to life by a skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world	Creative Industries are supported through business development	Creative Scotland's operational and business processes are effective and efficient
Delivery of the Film Development and Production Fund							
Delivery of Broadcast Content Fund							
Development of new strategic partnerships with content commissioners							
Work with Scottish Enterprise to support twenty companies through FOCUS Business Support Project							
Develop Screen Scotland Talent Strategy							
Delivery of Professional Development Fund							
Support Scottish Film Talent Network and associated programmes							
Delivery of Market and Festival Attendance Fund							
Work with training providers to support programme of skills development and associated Skills Fund							
Delivery of Film Education Partnership Fund							
Delivery of Cinema Equipment Fund							
Support for Film Hub Scotland delivered through Glasgow Film							
Delivery of Distribution and Exhibition Fund							
Delivery of Film Festivals Fund							
Delivery of Production and Growth Fund							
Promotion of Scotland as filming destination at key national and international trade and industry events							
Delivery of Location Services, including support for sites visits and ongoing development of database and website							
Conclude tender for and support establishment of new Scottish Film Studio							

Creative Industries

In 2016, we published our first strategy for the creative industries, one that sits alongside our strategies for arts and screen. This **Creative Industries Strategy** set out a series of aims that we have been working to develop and deliver in order to fulfil our ambition to help grow sustainable creative businesses across Scotland.

As we move into 2019/20 we will be working with colleagues in Creative Scotland and with our partners in the national enterprise, skills and education agencies to ensure an aligned and joined-up approach across all agencies of public policy. We view partnership between agencies, Governments and industry as fundamental to success in this area and this is reflected in our own strategy and the work we have done with Scotland's Creative Industries Partnership (SCIP) and the Creative Industries Advisory Group (CIAG).

However, we can only meet the challenge of supporting the needs of the 15,000+ businesses in this sector through working smartly. Focusing on our Scottish Government-defined role as providing research, intelligence, advocacy and coordination, we will focus on providing public benefit through interventions that simultaneously generate economic, social and cultural value as part of our commitment to a 'triple bottom line'.

This means that we will provide targeted infrastructure development support for both sectoral and place-based activities, using our resources to develop: new investment models; seeding of new partnerships; testing sector-specific skills solutions; and piloting business growth processes that are versed in the language of the creative businesses themselves. Recognising that the principles of the triple bottom line provide a foundation for inclusive growth, we will continue on the journey towards growing a successful creative economy for Scotland.

In 2019/20 a large proportion of the team's work will mature from research and pilot activity into open schemes that build on the work we have done on projects like Crowdfunding, Credit Unions, Go See Share and Curiosity Awards.

We will continue to support the RFO network and specifically those organisations that bring new approaches to the development of creative communities, both on a sectoral and place basis. We recognise that these organisations add substantial value through their work in supporting the development and growth of creative organisations beyond the RFO network.




























We will maintain: the successful relationships with PRS Foundation for Music and the Momentum Fund, helping to grow the music sector; with the growth of professional practice in the inclusive arts sector; supporting innovation through our relationship with wider business development initiatives such as Creative EDGE and Converge Challenge; and through our work helping to bring together academics and industry - most notably through the two Creative Cluster Projects in Dundee and Edinburgh.

We will continue our work in consolidating the local creative business support bodies and providing them with a framework of national creative industries support. We will continue our work with the UNESCO City of Design, V&A Dundee and others in growing the national impact and reach of design in Scotland and will maintain our focus on the development of selling platforms for design, craft and art, both through research into markets and opportunities as well as testing some of these opportunities with creative businesses.

Overall we will continue to play an active role through creative industries to define the future strategy of Creative Scotland, recognising that our work needs to extend far beyond those who are most dependent on our financial investment into the furthest reaches of the creative communities of Scotland whether they be defined by geography, sector, or purpose.

Key development activity for Creative Industries 2019/20

The following is a summary of key developmental activity to be led by the Creative Industries Directorate in 2019/20. It sits complimentary to ongoing funding and other development activity, including Regular and Open Project Funding.

Summary of key development activity and contribution to Corporate Objectives	Excellence and Ambition is visible, vital and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and creativity	Ideas are brought to life by a skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world	Creative Industries are supported through business development	Creative Scotland's operational and business processes are effective and efficient
Work with partners to investigate ways in which small-scale loan finance, investment readiness and social enterprise support can support new creative businesses							
Work with partners to develop models for the re-use of under-used property, skills or resources in support of creative businesses							
Support Scotland's independent creative area networks to operate effectively in response to local needs							
Support Regularly Funded Organisations to utilise business development opportunities provided by Creative Scotland and enterprise agencies							
Management of the Own Art scheme in Scotland							
Review support systems for local creative business development to develop national network of small- scale business development services							

Strategy priorities

...The Strategy Directorate consists of our Equality Diversity and Inclusion, Place, Partnerships and Communities, and Knowledge and Research teams. Each team works collaboratively across the arts, screen and creative industries providing support and delivering programme aimed at delivering against our ambitions.

Our **Equality Diversity and Inclusion** (EDI) work rests on the legal, moral, ethical, business and creative cases, and articulates the compelling proposition that equality and diversity are crucial to the arts, screen and creative industries if they are to be sustained, refreshed, richer and more dynamic, and release the true potential of creative talent, regardless of people's background.

Historically, EDI work in the cultural sector has focused on addressing past imbalances, structural gaps and barriers, however, we support more contemporary practice that acknowledges that addressing past deficits alone is not enough and that talent, creative excellence and innovation of those who have been placed at the margins though structural barriers and outdated and exclusive approaches must be equally valued and visible as those perceived to be at the centre.

This year we will continue to prioritise a stronger approach to supporting artists and creative people that represent different cultures and cultural expressions. Supporting creative and professional development and generating a better understanding of different cultural perspectives. £500,000 of targeted funds will be focused on three main areas of development: Engagement with different cultural communities; Professional and Creative Development; and Leadership to raise visibility, address power imbalances, and to ensure space for many different voices.

We will:

- Continue work delivering advice and support looking to embed advice in localities across Scotland.
- Strengthen career progression and increase diversity of the creative sectors including representation of people from Gipsy and Traveller backgrounds.
- Further develop our work on the New Scots refugee integration strategy.
- Focus on the practical implementation of RFO Equality Action Plans, peer support and sharing of good practice.
- Helping to increase the diversity of Boards and governance structures within the creative sectors.
- Continue our work supporting BSL users.
- Exploration of how we can better support people with sensory impairments and neurodiversity.

EDI perspectives should be integral to the design and operation of our funding. This will be a core principle as we review our overall approach to funding.

We will further align our EDI and Place priorities to provide opportunities for the people that we do not currently reach. It is essential that there are meaningful, accessible pathways for people representing different cultures and cultural expressions to develop their professional creative skills and to create and develop new work as well as providing support for artists and creative people to live and develop in all areas of Scotland.

The work of Creative Scotland's **Place, Partnerships and Communities** team is multi-faceted; it includes support for artists and creative people and sector development alongside working with voluntary and community led groups.

We know there is significant pressure on local resources and local authority investment in culture is at risk. Therefore, we must prioritise establishing stronger collaboration between local, regional and national partners, which is essential to support:

- More people to experience, create and be inspired by arts, creativity and culture, and become regularly engaged as audiences or participants.
- More equitable and accessible opportunities for creative practitioners to develop and practice.
- Deepen the understanding of the cultural, social and economic value of arts and creativity to communities across Scotland.

We will be working with partners to undertake a programme of research, influence and advocacy in relation to local authority support for creativity and culture in Scotland. The aims are to:

- Establish an extensive understanding of the current position of local authority support for the arts, culture and creative industries across Scotland.
- Identify future challenges and opportunities, including scope for improved collaboration between local authorities and Creative Scotland.

Alongside support for existing Place Partnership activity, future place-based working will have a stronger focus on areas with lower levels of engagement in the arts, screen and creative industries to promote and support increased opportunities to access cultural activity and support for artists and creative people. This approach is purposefully aligned to capture the importance of the arts and creativity to us as individuals and as a society alongside delivery on key national priorities. This includes Creative Scotland's and the Scottish Government's commitment to increasing access to the arts and culture; statutory duties relating to Equalities, Diversity and Inclusion; and the broader community empowerment agenda.

The **Knowledge and Research** Team leads on statistical reporting, collection of data from funded organisations, annual planning and reporting data, commissioning research and evaluation, and is a repository for research and policy documents.










































The intelligent gathering, analysis and use of research and information is central to the development of the arts, screen and creative industries and to Creative Scotland. It allows us improve understanding of creative development and participation which we can share externally to support artists, organisations and the cultural, social and economic benefits cross Scotland.

In addition to ongoing data collection and supporting the development and publication of our Annual Review of performance, in 2019/20 we will:

- Undertake a review of historical Capital funding to inform focus and scope of existing and prospective capital funding.
- Work with the Communications team to develop and publish a live Data Dashboard showing quarterly Open Project Funding statistics.
- Implement a system of data and analytical services for the arts, screen and creative industries in Scotland.
- Develop and introduce evaluation framework for the 5-year Scottish Government PLACE programme.

Key development activity for Strategy 2019/20

The following is a summary of key developmental activity to be led by the Strategy Directorate in 2019/20. It sits complimentary to ongoing funding and other development activity, including Regular and Open Project Funding.

Summary of key development activity and contribution to Corporate Objectives	Excellence and Ambition is visible, vital and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and creativity	Ideas are brought to life by a skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world	Creative Industries are supported through business development	Creative Scotland's operational and business processes are effective and efficient
Deliver Create: Inclusion Fund							
Work with National Lottery Fund to deliver Awards for All Scotland programme							
Work with local authorities to establish Diversity Agents for Change Officer posts within key localities							
Work with the Barings Foundation, Care Inspectorate and Luminare to deliver an Arts in Care programme							
Work with Scottish Refugee Council and other partners to deliver creative programme aligned to New Scots Refugee Integration Strategy							
Work with Disability Arts Online and a media partner to deliver a pilot project aiming to diversify arts critics and reviewers							
Commission and publish research on the current position of local authority support for the arts and culture across Scotland and future collaboration with Creative Scotland							
Support ongoing delivery of Place Partnership programme in twelve areas of Scotland							
Undertake a review of historical Capital funding							
Implement a system of data and analytical services for the arts, screen and creative industries in Scotland							
Develop evaluation framework for PLACE programme							

Organisational development for the next 12 months

We are committed to being an organisation that is constantly learning and developing through listening to the people who work with us and in turn the people who benefit from our support. As a public body, we know we will be more effective by putting beneficiaries at the centre of how we work and by developing effective partnerships that have a clear purpose and stated outcomes.

We are delivering reviews of three important areas:

Organisational Development: Creative Scotland is undergoing an organisational development programme addressing organisational culture, values, structure and operations.

Since November 2018 the Dundee-based consultancy Open Change has been working with our staff, senior leadership, and Board in a people centred approach, and using the principles of Service Design and working in the open. Collectively, we have explored and are opening up areas of the organisation's culture, values, structure and operations for flexibility and improvement, within the context of the changing environment in which we operate.

The initial stages of the work enabled us to identify a number of 'themes for change' which include, for example, 'Connecting Externally', 'Leadership' and 'Systems and Processes'. Communications, and Digital Transformation are overarching themes.

In order to move forward with workstreams, to integrate open and collaborative ways of working, and become fully equipped with the tools and methodologies to adapt and change for the future, we will introduce intensive training for staff. 'Service Design for Delivery' will be facilitated by Open Change and will enable us to create a pool of resource skilled in using design thinking, and leading design-led change. We will be engaging in this way with the creative sector and with the wider public more regularly and visibly in the future.

Strategy Refresh: In 2014 Creative Scotland published *Unlocking Potential, Embracing Ambition* a 10-year strategy for the arts, screen and creative industries. 2019 marks the half-way point in delivering this strategy. Much has happened over the past five years that is affecting the environment in which the creative sectors operate. For example, Scottish Government setting a new National Performance Framework that for the first time includes a specific cultural indicator; the publication of the Scottish Government's draft *Culture Strategy for Scotland*; an ongoing uncertainty and volatility with National Lottery receipts; and the impacts of the UK leaving the European Union.

Creative Scotland is therefore conducting a review of its strategic position to respond to this changing context. We support the ambitions set out in the draft Culture Strategy for Scotland that recognises the important role that culture and creativity play in society and across Scotland's many and diverse communities.

Drawing on the extensive consultation for the Culture Strategy, international research on cultural participation and our own sector reviews and consultations, Creative Scotland will be seeking views on the way forward from stakeholders and the public through public conversations across the country.

A review of Creative Scotland's approach to funding: In 2018, we committed to undertaking a review of our overall approach to funding. In a changing economic climate it is essential that our approach is adaptive allowing artists and creative people to access a range of suitable funding and investment opportunities. This includes examining how we better support the development and creative practice of individual creative practitioners.

The Funding Review began with the evaluation of the process for Regular Funding 2018-21 that outlined several options for a refreshed approach to funding. Building on the creative sector's input in the evaluation report, Creative Scotland is currently conducting a wide-ranging review of other International models of cultural funding and investment including Social Investment and Enterprise Development models. Alongside this we are reviewing previous consultations on the needs of the creative and cultural sectors and analysing data on the amount and nature of Creative Scotland investment across the arts, screen and creative industries.
















In the first quarter of this year we will be opening conversations with our partners, stakeholders and the public, exploring funding and investment approaches that will support the long-term stability, innovation and creativity in Scotland.

Following on from these conversations, we will develop and test potential new funding models during the Summer and Autumn this year. However, we appreciate that there will be a need to communicate on plans for the next round of Regular Funding more quickly and anticipate being able to do so in the summer of this year.

Developing our staff: Creative Scotland is an inclusive employer and we will continue to ensure that staff are treated with trust and respect both within the organisation and by the people and organisations we work with. We currently hold the NHS Healthy Working Lives Bronze Award and will continue to work towards achieving the Silver Award this year.

The knowledge, skills and dedication of the people who work within Creative Scotland is our strongest asset in support of the arts, screen and creative industries in Scotland. We will continue to ensure employee well-being and our commitment to providing and maintaining opportunities for continuous professional development for all employees. We will continue to deliver organisation-wide learning and development opportunities, to enable the effective delivery of our core business priorities.

Key organisational development activities 2019/20

Summary of activity and contribution to Corporate Objectives	Excellence and Ambition is visible, vital and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and creativity	Ideas are brought to life by a skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world	Creative Industries are supported through business development	Creative Scotland's operational and business processes are effective and efficient
Establishment of an ongoing programme of organisational development focused upon the organisation's culture, values, structures and operations							
Refresh of our strategy including our organisational vision, objectives and outcomes							
Through research, consultation and working with partners, review our funding programmes and establish revised framework for future years							

Summary Budget 2019/20

This Summary Budget remains subject to final confirmation of Scottish Government funding allocations for 2019/20.

April 2019-March 2020 Income

	GIA (£)	National Lottery (£)	Total (£)
Scottish Government Grant in Aid (GIA) funding	32,312,000		32,312,000
Scottish Government restricted funds (for specific purpose)	29,014,000		29,014,000
UK National Lottery income		28,000,000	28,000,000
Funds from project partners	2,438,852	300,000	2,738,852
Total Income	63,764,852	28,300,000	92,064,852

April 2019-March 2020 Expenditure

	GIA (£)	National Lottery (£)	Total (£)
Regular Funding	33,695,361		33,695,361
Open Project Fund		8,500,000	8,500,000
Touring Fund		2,000,000	2,000,000
Scottish Government Ring Fenced Funds	22,113,256		22,113,256
Targeted Funding	1,364,786	15,370,000	16,734,786
Business Support		765,250	765,250
Total Grants	57,173,403	26,635,250	83,808,653
Operating costs (including internal capital)	6,591,449	3,390,875	9,982,323
Total Committed Expenditure	63,764,852	30,026,125	93,790,976

Operating Costs (including internal capital)

	GIA (£)	National Lottery (£)	Total (£)
Staff	3,701,445	2,452,297	6,153,741
Property and office costs	718,712	295,400	1,014,112
External relations, marketing and research	226,000	168,000	394,000
Depreciation legal and professional fees	353,050	115,750	468,800
ICT	128,000	62,000	190,000
Other (including internal capital)	364,242	297,428	661,670
Screen Scotland	1,100,000		1,100,000
Total Operating Costs	6,591,449	3,390,875	9,982,323

April 2018 – March 2019 Regularly Funded Organisations

	GIA (£)	National Lottery (£)	Total (£)
21 Common (21CC)	81,990		81,990
Aberdeen Performing Art	333,250		333,250
Alchemy Film and Arts	116,150		116,150
An Lanntair	403,332		403,332
Arika	200,000		200,000
Arts and Business Scotland	200,000		200,000
ATLAS Arts	150,000		150,000
Barrowland Ballet	201,615		201,615
Beacon Arts Centre	200,000		200,000
Birds of Paradise Theatre Company	150,000		150,000
Bodysurf Scotland	170,000		170,000
Catherine Wheels Theatre Company	213,752		213,752
CCA:Centre for Contemporary Arts	630,000		630,000
Celtic Connections	183,333		183,333
Centre for the Moving Image	1,067,000		1,067,000
Citizens Theatre	1,111,000		1,111,000
Citymoves Dance Agency	100,000		100,000
Collective	285,000		285,000
Comar	417,000		417,000
Conflux Scotland	144,000		144,000
Cove Park	132,999		132,999
Craft Scotland	333,333		333,333
Creative Carbon Scotland	150,000		150,000
Creative Dundee	111,743		111,743
Creative Edinburgh	86,000		86,000
Cryptic	283,340		283,340
Cumbernauld Theatre Trust	266,000		266,000
Curious Seed	132,318		132,318
Dance Base	408,000		408,000
Deveron Projects	110,000		110,000
Drake Music Scotland	126,666		126,666
Dundee Contemporary Arts	668,000		668,000
Dundee Repertory Theatre	1,982,000		1,982,000
Dunedin Consort Trust	100,000		100,000
Eden Court Theatre and Cinema	500,000		500,000
Edinburgh Art Festival	100,000		100,000
Edinburgh International Book festival	306,500		306,500
Edinburgh International Festival Society	2,317,000		2,317,000
Edinburgh Printmakers	160,000		160,000
Edinburgh Sculpture Workshop	233,332		233,332
Enterprise Music Scotland	225,000		225,000
Federation of Scottish Theatre	265,000		265,000
Feis Rois	220,000		220,000
Feisean nan Gaidheal	466,000		466,000
Fife Contemporary	105,000		105,000
Glasgow East Arts company	127,000		127,000
Glasgow Film Theatre	633,000		633,000

April 2017 – March 2018 Regularly Funded Organisations

	GIA (£)	National Lottery (£)	Total (£)
Glasgow International	100,000		100,000
Glasgow Lunchtime Theatre	150,000		150,000
Glasgow Photography Group	147,000		147,000
Glasgow Print Studio	160,000		160,000
Glasgow Sculpture Studios	150,668		150,668
Glasgow Women's Library	121,320		121,320
Grid Iron Theatre Company	224,000		224,000
Hands Up for Trad	133,000		133,000
Highland Print Studio	100,000		100,000
Horsecross Arts	533,000		533,000
Hospitalfield Trust	100,000		100,000
Imaginate	365,000		365,000
Indepen-dance	103,000		103,000
Luminate	100,000		100,000
Lung Ha Theatre Company	146,815		146,815
Lyra	100,000		100,000
Macrobert Art Centre	317,000		317,000
Magnectic North Theatre Company	100,000		100,000
Moniack Mhor Writers Centre	135,000		135,000
National Youth Choir of Scotland	200,000		200,000
NEoN (North East of North)	91,000		91,000
North East Arts Touring	83,333		83,333
North Lands Creative Glass	200,000		200,000
Panel	90,000		90,000
Paragon Ensemble	105,000		105,000
Peacock Visual Arts	256,666		256,666
Pitlochry Festival Theatre	425,000		425,000
Playwrights Studio, Scotland	191,935		191,935
Project Ability	144,000		144,000
Publishing Scotland	304,000		304,000
Puppet Animation Scotland	183,665		183,665
Red Note Ensemble	175,000		175,000
Regional Screen Scotland	212,414		212,414
Royal Lyceum Theatre Company	1,210,000		1,210,000
Scottish Book Trust	860,000		860,000
Scottish Contemporary Art Network	129,000		129,000
Scottish Ensemble	333,333		333,333
Scottish Music Centre	190,000		190,000
Scottish Music Industry Association	166,667		166,667
Scottish National Jazz Orchestra	228,710		228,710
Scottish Poetry Library	296,500		296,500
Scottish Sculpture Workshop	195,000		195,000
Scottish Youth Dance (Y Dance)	183,333		183,333
Shetland Arts Development Agency	250,000		250,000
Solar Bear	200,000		200,000
St Magnus International Festival	166,667		166,667

April 2017 – March 2018 Regularly Funded Organisations

	GIA (£)	National Lottery (£)	Total (£)
Starcatchers Productions Ltd	100,000		100,000
Stellar Quines Theatre Company	176,000		176,000
Stills: Centre for Photography	147,000		147,000
Taigh Chearsabhair Trust	102,000		102,000
The Barn	142,000		142,000
The Common Guild	170,000		170,000
The Fruitmarket Gallery	667,000		667,000
The Gaelic Books Council	207,000		207,000
The National Piping Centre	150,000		150,000
The National Youth Orchestra of Scotland	217,000		217,000
The Pier Arts Centre	266,667		266,667
The Stove Network	100,000		100,000
The Touring Network (Highlands and Islands)	120,000		120,000
The Work Room (Dance) Ltd	150,000		150,000
Theatre gu Leor	140,000		140,000
Timespan	95,000		95,000
Tinderbox Collective	100,000		100,000
Toonspeak Young People's Theatre	60,000		60,000
Traditional Arts and Culture Scotland	313,330		313,330
Tramway (Culture and Sport Glasgow)	350,000		350,000
Travelling Gallery	126,668		126,668
Traverse Theatre (Scotland) Ltd	867,000		867,000
Tron Theatre Limited	846,684		846,684
Vanishing Point Theatre Company	250,000		250,000
Visible Fictions	220,000		220,000
Voluntary Arts Scotland	130,000		130,000
Wigtown Festival Company	86,000		86,000
Youth Theatre Arts Scotland	133,333		133,333
Total RFO Funding Awarded	33,695,361		33,695,361

Targeted Funds	GIA (£)	National Lottery (£)	Total (£)
Youth Music Initiative	9,000,000		9,000,000
Sistema Scotland	850,000		850,000
Place (Platform for Creative Excellence)	2,000,000		2,000,000
Arts and Business Scotland	300,000		300,000
Artist Run Organisations		470,000	470,000
International and Market Development		805,000	805,000
Sector Development		375,000	375,000
Communities and Place		325,000	325,000
Gaelic and Traditional Arts		180,000	180,000
Individual Artists		40,000	40,000
Creative Learning		325,000	325,000
Cashback for Creativity	900,256		900,256
REMT- Youth Talent Development Fund	150,000		150,000
Total	13,200,256	2,520,000	15,720,256

Screen

	GIA (£)	National Lottery (£)	Total (£)
Development and Production	2,685,000	5,480,000	8,165,000
Filming in Scotland	1,800,000	400,000	2,200,000
Audiences	950,000	1,787,000	2,737,000
Talent	200,000	1,033,000	1,233,000
Film Education		710,000	710,000
Skills		700,000	700,000
Business Support	165,000	40,000	205,000
Infrastructure	1,000,000		1,000,000
Other (Financial Transactions)	1,000,000		
Total	7,900,000	10,150,000	18,050,000

Creative Industries

	GIA (£)	National Lottery (£)	Total (£)
Creative Industries Strategy	163,000	500,000	663,000
Sector Development		225,000	225,000
Cultural Business Development		190,000	190,000
Own Art		60,000	60,000
Total	163,000	975,000	1,138,000

Strategy

	GIA (£)	National Lottery (£)	Total (£)
EDI		900,000	900,000
Place, Partnerships and Communities		340,000	340,000
Awards for All		555,000	555,000
Visual Artist and Crafts Makers Awards		130,000	130,000
Total		1,925,000	1,925,000

Other

	GIA (£)	National Lottery (£)	Total (£)
Expo Fund	1,800,000		1,800,000
Festivals Edinburgh	200,000		200,000
Creative Europe	102,000		102,000
Culture Counts	66,235		66,235
Strategic fund	61,551		61,551
Legacy grant programmes	10,000	100,000	110,000
Prior Year Grant adjustments	-25,000	-300,000	-325,000
Total	2,214,786	-200,000	2,014,786
Total Targeted	23,478,042	15,370,000	37,748,042

Performing against Our Ambitions

Ambition 1: Excellence and experimentation across the arts, screen and creative industries is recognised and valued

Performance Indicator	Measure	Source(s)	Baseline
1.1 The number of individuals and organisations across Scotland supported to develop and produce high quality work	The number and value of Creative Scotland funding awards - by organisation/ individual, type of funded activity, primary art form and geographic location	Creative Scotland funding operations data	<p>118 Organisations received multi-year Regular Funding for the period 2015-2018. These RFOs covered a geographic spread of 21 Local Authorities and cover all art form areas</p> <p>In 2016/17 we made 518 OPF awards and 436 through Targeted funding</p> <p>In 2017/18, we made 460 awards through Open Project funding and 477 awards through targeted funding</p> <p>In 2016/17 Regularly Funded organisations reported they delivered 104,824 public events including 607 exhibitions and 25,61 screenings and a further 8,242 other public events. This is an increase of 8% from 2015/16</p> <p>In 2017/18 organisations in receipt of Regular Funding reported they delivered 107,301 public events in 2017/18. This is an increase of 2.4% from 2016/17</p>
1.2 The number of high-quality events supported across Scotland	The number of performances, screenings and publications delivered through Creative Scotland Funding, by, art form and geographic location	<p>Annual Statistical Survey of Regularly Funded Organisations</p> <p>Open Project Fund end of project monitoring</p>	<p>In 2016/17 Regularly Funded organisations reported they delivered 104,824 public events including 607 exhibitions and 25,61 screenings and a further 8,242 other public events. This is an increase of 8% from 2015/16</p> <p>In 2017/18 organisations in receipt of Regular Funding reported they delivered 107,301 public events in 2017/18. This is an increase of 2.4% from 2016/17</p>

Ambition 2: Everyone can access and enjoy artistic and creative experiences

Performance Indicator	Measure	Source(s)	Baseline
2.1 The level of cultural engagement across Scotland	The percentage of adults engaging in arts and culture across Scotland - by type of cultural activity and frequency of participation	Scottish Household Survey	92% of adults engaged in culture in 2016. This represents a marginal increase from 91.9% on 2015 93% of adults engaged in culture in 2017. This is a marginal increase on 2016
2.2 The number of opportunities for cultural engagement for children and young people	The number of children and young people engaging in Creative Scotland funding activity, including Creative Learning programmes	Creative Scotland funding operations data Scottish Household Survey	In 2016/17 RFOs delivered over 1.7m opportunities for participation a 6% increase from 2015 In 2016 the SHS found that 26% of young people took part in music or drama (unchanged from 2014) and 8% in other arts activities (up 1 percentage point from 2014)
2.3 Increase in the number of digital opportunities through Creative Scotland funding	The count and value of Creative Scotland funded activities with a focus on digital exhibition, distribution	Creative Scotland funding operations data	In 2017/18, we made 40 awards through our Open Project and Targeted Funding programmes with a focus on digital exhibition, distribution or participation, to the value of £1.2m

Ambition 3: Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity

Performance Indicator	Measure	Source(s)	Baseline
3.1 Public perceptions of national and local creativity	% Difference between agreement that 'Scotland is a creative nation' and % agreement that 'my local place is a creative place'	Creative Scotland's annual omnibus survey	<p>In 2016, 88% of survey respondents felt Scotland was a creative nation, as in 2015. 65% were of the view that their local area is a creative place, up 5 percentage points on 2015</p> <p>In 2017, 90% of survey respondents felt Scotland was a creative nation, an increase of 2 percentage points on 2016. 73% were of the view that their local area is a creative place, up 8 percentage points on 2016</p>
3.2 Public perceptions of the value of local cultural offer	% Agreeing that people in their local area would lose something of value if the area lost its arts and cultural activities	Creative Scotland's annual omnibus survey	<p>In 2016 77% of survey respondents agreed that people in their local area would lose something of value if the area lost its arts and cultural activities, an increase of 6 percentage points on 2015</p> <p>In 2017 84% of survey respondents agreed that people in their local area would lose something of value if the area lost its arts and cultural activities, an increase of 7 percentage points on 2016</p>

Ambition 4: Ideas are brought to life by a diverse, skilled and connected leadership and workforce

Performance Indicator	Measure	Source(s)	Baseline
4.1 Number of professional development opportunities, including youth employment opportunities	The number of professional development opportunities supported by Creative Scotland funding, including through youth employment opportunities	Creative Scotland funding application data, annual returns and end of project monitoring	<p>In 2016/17 Creative Scotland made 139 awards through Open Project Funding to support leadership training opportunities, professional development and work placements, to the value of £2.2m. A further 38 awards were made through Targeted routes to support professional development, to the value of £680k</p> <p>In 2017/18 Creative Scotland made 133 awards through Open Project Funding to support leadership training opportunities, professional development and work placements, to the value of £2.6m. A further 72 awards were made through Targeted routes to support professional development, to the value of £2m</p>
4.2 Range of income streams accessed by funded organisations	The number, value and type of income streams of Regularly Funded Organisations, including earned income and voluntary giving	Creative Scotland RFO Annual Statistical Survey	<p>In 2016/17 RFOs drew on a range of additional income sources to a total of £109.4m roughly the same as 2015. This included an increase from 2015 to £5.3m in donations, gifts and legacies and £5.7m from Trusts and Foundations. Organisations reported a total of £69.3m in earned income</p> <p>RFOs drew on a range of additional income sources in 2017/18, to a total of £114.3m. This included £5.6m in donations, gifts and legacies and £6.5m from Trusts and Foundations. Organisations reported a total of £73.1m in earned income</p>

Ambition 5: Scotland is a distinctive creative nation connected to the world

Performance Indicator	Measure	Source(s)	Baseline
5.1 The number of international engagement opportunities supported through Creative Scotland funding	The number and value of Creative Scotland funding awards with a focus on international exchange and showcasing	Creative Scotland funding operations data Creative Scotland RFO Annual Statistical Survey	In 2016/17, we supported 123 awards enabling international exchange, with a total value of £2.1m. We made 61 awards that specifically supported the showcasing of international work in Scotland, to the value of £1.6m In 2017/18, we made 165 awards enabling international exchange with a total value of £3.2m. We also made 68 awards that specifically supported the showcasing of international work in Scotland, to the value of £1.9m
5.2 International perceptions of Scotland's cultural offer	% of positive perceptions of Scotland's culture as measured by national brand index	Anholt-GFK Roper Nation Brand Index	Scotland's overall score on the NBI was 61.8 in 2014 (the most recently published report), slightly up from 60.1 in 2012. The score has increased slightly from the baseline score of 60.2 (2008) and positions Scotland 17th across 50 evaluated countries. The Culture dimension of the NBI measure increased from 4.4 in 2012 to 4.5 in 2014. Scotland's overall 2016 score was 62.2, ranking 15th on the NBI. The Contemporary Culture score increased from 4.5 in 2014 to 4.6 in 2016, ranking Scotland 13th for Contemporary Culture

Creative Scotland Operational Performance

Performance Indicator	Measure	Source(s)	Baseline
6.1 Satisfaction with Creative Scotland services	% of surveyed funding applicants reporting positive interaction with Creative Scotland	Creative Scotland 6 monthly Stakeholder Survey	<p>In 2016/17, the number of respondents satisfied with communications with Creative Scotland was 79%, compared to 84% in 2015/16. Those rating the application process as good, very good or excellent was 60%, compared to 67% in 2015/16</p> <p>In 2017/18, the number of respondents satisfied with communications with Creative Scotland was 89%, compared to 79% in 2016/17. Those rating the application process as good, very good or excellent was 72%, compared to 60% in 2016/17</p>
6.2 Efficiency of Creative Scotland funding administration	% Applications processed within published time frame, including award payments	Creative Scotland funding operations data	<p>2016/17 was set as the baseline for this measure. 86% of applications to the Open Project Fund were processed within the specified time frame (84% for the under 15k fund and 95% for the over 15k fund)</p> <p>Overall in 2017/18, 92% of applications to the Open Project Fund were processed within the specified time frame (92% for the under 15k fund and 91% for the over 15k fund)</p>
6.3 Funding for the arts, screen and creative industries leveraged through Creative Scotland strategic partnerships	Value and source of additional funding accessed as a result of Creative Scotland partnerships	Creative Scotland funding operations data	<p>In 2016/17 our strategic partnerships secured £4.9m of leveraged funding, a reduction from 2015 of 4%</p> <p>In 2017/18 our strategic partnerships secured £4.8m of leveraged funding</p>
6.4 Level of staff engagement and satisfaction	% of staff agreeing that Creative Scotland is a good place to work	Creative Scotland Staff Survey	<p>Our 2015 staff survey found that 61% of staff would recommend Creative Scotland as a good place to work. The staff survey was repeated in 2017 with 60% of staff saying they would recommend Creative Scotland as a good place to work</p>

— Delivering National Outcomes —

Creative Scotland is an executive Non-Departmental Public Body (NDPB) of the Scottish Government. Our sponsor department in Government is the Culture, Tourism and Major Events Directorate – but we also work across the range of public policy, including enterprise, tourism, education, justice, health and the environment. All public services in Scotland are required to align to the **National Performance Framework** (NPF) to support delivery of the Scottish Government’s Purpose, which is:

To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

The NPF sets out 11 National Outcomes describing what the Government wants to achieve over the next 10 years. Creative Scotland will monitor our performance against all national outcomes.

National Outcome

National Indicators

- Public services treat people with dignity and respect
- Quality of public services
- Influence over local decisions
- Access to justice

Sustainable Development Goals

- Gender equality
- Reduced inequalities
- Peace, justice and strong institutions
- Partnerships for the goals

National Outcome

National Indicators

- Attendance at cultural events or places of culture
- Participation in a cultural activity
- Growth in cultural economy
- People working in arts and culture

Sustainable Development Goals

- Gender equality
- Reduced inequalities
- Sustainable cities and communities

National Outcome

National Indicators

- Visits to the outdoors
- State of historic sites
- Condition of protected nature sites
- Energy from renewable sources
- Waste generated
- Sustainability of fish stocks
- Biodiversity
- Marine environment

Sustainable Development Goals

- Gender equality
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Responsible consumption and production
- Clean water and sanitation
- Climate action
- Life below water
- Life on land

National Outcome

National Indicators

- Healthy life expectancy
- Mental wellbeing
- Healthy weight
- Health risk behaviours
- Physical activity
- Journeys by active travel
- Quality of care experience
- Work related ill health
- Premature mortality

Sustainable Development Goals

- Gender equality
- Reduced inequalities
- Responsible consumption and production
- Good health and well-being

National Outcome

National Indicators

- The number of businesses
- High growth businesses
- Innovative businesses
- Economic participation
- Employees on the living wage
- Pay gap
- Contractually secure work
- Employee voice
- Gender balance in organisations

Sustainable Development Goals

- Quality education
- Gender equality
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduced inequalities
- Responsible consumption and production

National Performance Framework



National Outcome

National Indicators

- Educational attainment
- Confidence of children and young people
- Resilience of children and young people
- Work place learning
- Engagement in extra-curricular activities
- Young people's participation
- Skill profile of the population
- Skill shortage vacancies
- Skills under-utilisation

Sustainable Development Goals

- Quality education
- Gender equality
- Reduced inequalities
- No poverty
- Zero hunger
- Good health and well-being

National Outcome

National Indicators

- Child social and physical development
- Child wellbeing and happiness
- Children's voices
- Healthy start
- Quality of children's services
- Children have positive relationships
- Children's material deprivation

Sustainable Development Goals

- Quality education
- Gender equality
- Affordable and clean energy
- Reduced inequalities
- No poverty
- Zero hunger
- Clean water and sanitation
- Good health and well-being



National Performance Framework

<http://nationalperformance.gov.scot/>

National Outcome

National Indicators

- Productivity
- International exporting
- Economic growth
- Carbon footprint
- Natural Capital
- Greenhouse gas emissions
- Access to superfast broadband
- Spend on research and development
- Income inequalities
- Entrepreneurial activity

Sustainable Development Goals

- Quality education
- Gender equality
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation and infrastructure
- Reduced inequalities
- Responsible consumption and production

National Outcome

National Indicators

- A positive experience for people coming to Scotland
- Scotland's reputation
- Scotland's population
- Trust in public organisations
- International networks
- Contribution of development support to other nations

Sustainable Development Goals

- Gender equality
- Industry, innovation and infrastructure
- Reduced inequalities
- Peace, justice and strong institutions
- Partnerships for the goals

National Outcome

National Indicators

- Relative poverty after housing costs
- Wealth inequalities
- Cost of living
- Unmanageable debt
- Persistent poverty
- Satisfaction with housing
- Food insecurity

Sustainable Development Goals

- Gender equality
- Affordable and clean energy
- Reduced inequalities
- Responsible consumption and production
- No poverty
- Zero hunger

National Outcome

National Indicators

- Perceptions of local area
- Loneliness
- Perceptions of local crime rate
- Community land ownership
- Crime victimisation
- Access to green and blue space
- Places to interact
- Social capital

Sustainable Development Goals

- Gender equality
- Affordable and clean energy
- Industry, innovation and infrastructure
- Reduced inequalities
- Clean water and sanitation
- Sustainable cities and communities



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