



Scottish Arts Council

corporate plan
2007-2009

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Cover image: David Batchelor, *Candela V* 2005 detail (photo: courtesy the Artist/ Ingleby Gallery, Edinburgh/ Wilkinson Gallery London).

A collage of colorful paper scraps and clothespins against a blurred green background. The paper scraps are in various colors like purple, blue, and yellow, and some have faint text or drawings. Clothespins are attached to the edges of the paper. The background is a soft-focus green, suggesting foliage.

Foundation

'What would you put in the foundation-stone for future generations?' 'A horseshoe, a ballet shoe, a horseshoe crab, a sea-horse, a sheriff's star, a pacemaker, a tit's egg, a tomato, a ladybird, a love-letter, a laugh-track, a yo-yo, a microtektite, a silicon chip, a chip pan, a Rembrandt, a Reinhardt, a Reinhardt jigsaw – 'That's some foundation stone –' – a hovercraft, a manta ray, a bulldozer, a windjammer, a planetarium, an oilrig, a Concorde, a cornfield, a gannetry, a hypermarket, a continental shelf, a brace of asteroids, a spiral nebula – 'Why don't you take my question seriously – ?' – a black hole, a dream, a conceptual universe, no, make it a dozen conceptual universes laid tail to head like sardines in a tin and poured all over with lovely oil of poetry: seal it; solder the key.'

Edwin Morgan

From *Collected Poems 1949-1987*

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contents

2	Chairman's foreword
4	Vision, Mission, Values, Aims and Priorities
6	Chief Executive's introduction
8	The planning context
14	Our priorities for 2007-2009
20	Financial context and outline budget 2007/08
22	The Minister's objectives for the Scottish Arts Council and Creative Scotland
23	Performance Indicators and Targets
24	Improving Efficiency and Productivity
26	Summary Business Plan 2007/08

I know that any organisation that spends millions of taxpayers' money has to follow sound business principles and give an appropriate account of its stewardship. Even so, I am always captured by a strong sense of paradox when I see the words 'corporate' and 'plan' associated with the arts. I am not being puritan and precious here, or arguing that artists and arts organisations should be excused the rigour of accountability and best practice. I simply want to assert another principle first, before signing off on all the important items in this document.

I have just finished reading Gore Vidal's final volume of autobiography, *Point to Point Navigation*. In it he describes how he writes or, better, how writing happens through him. 'When I start an entirely invented book like *Myra Breckinridge* I seldom start with anything more than a single sentence that has taken possession of me. In this case "I am Myra Breckinridge whom no man possesses; clad only in garter belt and one dress shield..." The voice roared on. Who was she? I could only find out if I kept on writing'.

That reminds me of something Elgar said about how he composed. Music was out there and all he had to do was write it down. Though all artists describe it differently, central to everything they do is this sense of gift, of something given to them to express or mediate to the rest of us. We will never allow ourselves to forget that the unplanned mystery of the creative act is at the heart of everything we do.

That said, where we come in is in doing our best to protect and cherish the space artists need for the mystery of their work to happen. This used to be called patronage; then it was called subsidy; now we prefer to think of it as investment; but whatever term we use, we believe that everything we do should enable the creative act to go on enriching the life of the human community. The arts council movement was formed to further that end. If we are honest, we will admit that the values and approaches of 60 years ago are no longer appropriate to the kind of society we now live in. That is why we are engaged, in Scotland, in finding new and better ways both to support artists and widen our nation's participation in the arts at every level. This plan tells you something about the means we are putting in place to achieve that end. I hope that in our concentration on the means we never lose sight of the end: a new, vibrant and creative Scotland.



Richard Holloway
Chairman, Scottish Arts Council



creativity first

vision, mission,
values and aims



Vision

Our vision is of a confident, cultured Scotland where everyone takes part in the arts.

Mission

Our mission is to serve the people of Scotland by fostering arts of the highest quality through funding, development, research and advocacy. We believe the arts to be the foundation of a confident and cultured society. They challenge and inspire us. They bring beauty, excitement and happiness into our lives. They help us to express our identity as individuals, as communities and as a nation.

The Scottish Arts Council offers a unique national perspective on the arts and their audiences. Our strategic leadership is underpinned by specialist knowledge and experience in the management and delivery of the arts in a diverse nation and an international context.

Values

As a public body, the Scottish Arts Council is committed to:

- Excellence in the arts and in our organisation
- Creativity in the arts and in our work
- Inclusion for everyone in all forms of the arts
- Partnership with those who will help us to promote the arts
- Openness in all our dealings.

Aims 2007-2009

Aim 1: To support artists and arts organisations in Scotland to fulfil their creative and business potential

Aim 2: To increase participation in the arts

Aim 3: To place the arts, culture and creativity at the heart of learning

By placing our support for artists and arts organisations first, we are reflecting our primary role in relationship to artists and arts organisations. This reflects Creative Scotland's future role which will give high priority to nurturing cultural talent.¹

Priorities 2007-2009

Our priorities for the next two years embrace the radical changes proposed in *Scotland's Culture*, the government's response to the work of the independent Cultural Commission. They reflect our plans to enable an effective transition to Creative Scotland in 2008 or 2009, and the results of our own wide-ranging Strategic Review in 2005/06. We will:

- 1 Increase the scope and quality of our support to artists
- 2 Secure the foundation of Scotland's artistic development
- 3 Create flexibility to support the new and the innovative
- 4 Create opportunities for participation in the arts
- 5 Build a culture of co-operation with partners and the arts community
- 6 Make the transition to Creative Scotland.

¹ All references to Creative Scotland and the time at which it will be operational are subject to the passage of the Culture (Scotland) Bill published in draft for consultation in December 2006.

Our vision for the arts in Scotland

Our vision of a confident and cultured Scotland where everyone takes part in the arts remains constant.

We launch this plan at a time of unprecedented opportunity for the arts in Scotland, as cultural policies and structures are re-defined in one of the most significant reviews undertaken in the UK since the formation of the Arts Council of Great Britain in 1945.

The arts are a dynamic force, transforming individual lives and communities, challenging certainties, and increasingly allowing us to reinvent ourselves as a nation. Artists and arts organisations strive constantly to develop their work, and to cross new boundaries in the creation and presentation of their art to audiences. We now see that this powerful creative process begins in the nursery and can lead to the development of artists and producers of world renown. Creative involvement increases our confidence and personal well-being, and can be harnessed to create economic impact and social cohesion.

Creativity is never static, and it is right that the structures and policies which govern the arts should also evolve. This plan will pave the way for radical change. These proposals will provide both a firm foundation for future development, and a flexible means of delivery. We will build on the achievements of the last 60 years, recognise excellence and enable new talent to flourish, so that more people's lives are changed for the better through an involvement in the arts.

Evidence will inform our decisions and provide the effective means to influence wider public policy. We aim to prove the benefits of the arts across government portfolios, and demonstrate the power of their impact in a changing Scotland. From 2007, our Quality Framework will begin to provide a new tool for assessing and driving up standards. For the first time next year, a new team will promote equality and access, responding to wider changes in Scottish society.

At the same time, we will raise the profile of Scottish artists and arts organisations in the international arena by championing the role of culture in flagship events such as the Highland Year of Culture in 2007, Year of Homecoming in 2009, Glasgow's bid to host the Commonwealth Games, and the 2012 Olympics.

We will begin to forge productive new relationships and constructive dialogue at all levels between ourselves and our stakeholders in the arts, government, education, health, tourism and community renewal. We will strengthen the connections between the arts and business in Scotland, and give greater emphasis to developing the creative industries. Working in partnership with others, we will be responsive to the needs of the arts and their audiences. In this way, we will take a leading role in ensuring a seamless transition to Creative Scotland.



Jim Tough

Acting Chief Executive, Scottish Arts Council

chief executive's
introduction





the planning
context

2006 research shows 3.6 million adults living in Scotland participated in, or attended, arts and cultural events

Audiences and participants

In 2006, 3.6 million adults living in Scotland participated in, or attended, arts and cultural events in the preceding 12 months.² Increased numbers of those people were from previously under-represented groups, including people living in deprived and rural areas, disabled people, pensioners and 16- to 24-year-olds. Incomes are rising faster than inflation so people have money to spend. Expectations are higher, and the public can demand better quality services.

Rapidly accelerating lifestyles and an explosion of choice will present the arts with challenges and opportunities. The revolution in information and communications technology provides audiences with new ways to access the arts, for example, through mobile phones, MP3 players and the internet, and artists with new forms of presentation. We will increasingly seek out different experiences to enrich our lives, and make us happy, helping us to make sense of the complex world around us.

But to hold their own against fierce competition, the arts will need to engage with a shifting audience base, which will be culturally diverse and include more older people. In 2006, 1 in 12 of us was born overseas. By 2031, 30% of the adult population will be over 60 years old.

Cultural success

The arts are a 'success story' in post-devolution Scotland. Significant milestones were reached over the last planning period and will be consolidated in 2007-2009. Recent achievements foster confidence in the future ability of Scottish artists and arts companies to innovate and to produce work of the highest quality. At the same time, Scotland gains confidence from artistic success at national and international level. Examples include:

- Edinburgh's selection as Unesco's first City of Literature will encourage involvement in Scotland's literature, and develop literary partnerships around the world
- Scotland's first ever National Theatre will work with the best Scottish actors, directors and theatre companies. It will tour to venues across the whole of Scotland and beyond. It will prove that Scotland has the talent and

the audience to have a world-class National Theatre

- the Playwrights' Studio is a new national organization, which directly engages the people of Scotland with new playwriting. It celebrates, promotes and develops Scotland's rich and growing culture of writing for live performance
- the Own Art scheme promotes growth in the Scottish market for contemporary art and craft, by making it easy and affordable for people to buy work
- Fèisean nan Gàidheal, the network of over 40 Gaelic arts tuition festivals, is now one of the most successful organisations in the Highlands, achieving a turnover of £750,000 in 2004
- Scotland's artists have won almost every conceivable prize and award in recent years; 2005/06 alone saw 137 winners and nominees for major UK and international cultural awards
- our core funded organisations delivered 7 million opportunities for attendance and participation in 2005/06 – a 7% increase since 2003/04. They also provided over 2,000 training and networking events for artists.³

Increased funding from the Scottish Executive over the last three years has enabled us to invest in two major arts programmes for young people across Scotland. The Youth Music Initiative secures an entitlement to musical tuition for young people, and the Cultural Co-ordinators (CC) programme makes a crucial link between culture and schools. We will continue to work with local authorities on these key schemes which place creativity at the heart of learning, and we look forward to further development of the CC programme.

² Figures extrapolated from our Taking Part 2006 report – core sample surveyed 2,029 adults living in Scotland.

³ More information on our core funded organisations' attendance and participation levels is available on our website.

Building a Better Scotland

Building a Better Scotland outlined the Scottish Executive's objectives for culture within the broader context of Scotland's social and economic development to 2009. Our plans are informed by its key objectives:

- to generate jobs and wealth for Scotland through the creative industries
- to promote excellence in culture and sport
- to ensure that people of all ages have the opportunity to take part
- to ensure the widest possible involvement in cultural opportunities.

Our plans have also been informed by the Scottish Executive's proposals for Transforming our Public Services.⁴ Our priorities specifically address the need for greater flexibility in the delivery of public services, whilst remaining realistic about public spending. We share a commitment to the values which underpin public service: to promote social justice and equality, and build for the future by fostering sustainable change which supports a growing economy. Our new Quality Framework is designed to drive up quality and to encourage innovation and creativity in the organisations we fund. Artistic quality and a focus on the needs and aspirations of their audiences and participants are key elements.

Scotland's Culture

Scotland's Culture, announced by Patricia Ferguson, Minister for Tourism, Culture and Sport, in January 2006, sets out the direction of future cultural policy, inspired by the First Minister's St Andrew's Day speech in 2003. It identifies key initiatives, and the legislation, investment and infrastructure which will make them happen. *Scotland's Culture* is the government's response to the work of the independent Cultural Commission, and represents 'the start, not the end, of a new journey towards achieving our ambitious aspirations for Scotland's cultural life'.

The Minister's vision is to foster excellence in Scotland's cultural and creative sector, by introducing an 'escalator' model to support the development of cultural talent at all stages. The escalator is in line with our aims, which seek to

nurture cultural talent through its inception in our schools and through informal education, to the heights of critical and commercial success. We will help artists and arts organisations to realise their full artistic potential, and to maximise their commercial impact, in the creative industries and elsewhere. Mechanisms will include support for professional and skills development, the commissioning of new work, and international exchange.


In a welcome response to our Strategic Review, in February 2006 the Executive announced an additional £7 million for the Scottish Arts Council to 'provide the bedrock for a strong creative sector'.⁵ As a result we will increase our investment in Scotland's cultural talent and help to bring high quality productions to audiences throughout Scotland. The main focus will be our new national network of 'foundation' organisations. Working with our major funding partners in local authorities, in line with the strategy set out in *Scotland's Culture*, we will invest a total of £15.4 million of our funds in 2007-2009 to ensure a secure basis for future delivery and development of the arts nationwide. We will also work with local authorities to take forward the next phase of the Cultural Co-ordinator Programme and the Youth Music Initiative and we will be investing in three Pathfinder initiatives designed to develop and evaluate different approaches to cultural entitlements.

The Scottish Executive will enter into a direct funding relationship with the National Performing Arts Companies from April 2007. We will develop a new partnership with these companies and other national institutions to promote the arts in Scotland.

Scotland's Culture examines the structure and roles of different organisations with responsibilities for culture and has started the process of defining who does what best. Creative Scotland will be the leading Scottish cultural development agency fit for the 21st century, bringing together the strengths of the Scottish Arts Council and Scottish Screen. This plan and our Business Plan 2007/08 will reflect our ambitions for the new organisation and the steps we will take, and have already taken, to ensure a smooth and effective transition to Creative Scotland.

⁴ Transforming Our Public Services, the Next Phase of Reform, Scottish Executive, June 2006

⁵ Patricia Ferguson, Minister for Tourism, Culture and Sport, February 2006



In 2005/06 there were 137 Scottish winners and nominees for major UK and international cultural awards

The background of the image is a dense array of vertical stripes in various colors, including shades of blue, green, yellow, red, purple, and brown. The stripes vary in width and color, creating a rich, textured appearance. The lighting is bright, highlighting the different hues and the texture of the fabric.

In 2006 the Scottish Executive announced an additional £7 million for the Scottish Arts Council to ‘provide the bedrock for a strong creative sector’

The National Lottery

We are accountable to the UK Department of Culture, Media and Sport (DCMS) for our role as National Lottery distributor to the arts in Scotland. In June 2006, Tessa Jowell MP, confirmed that the arts will continue to receive funding from the lottery after 2009. She indicated the following UK priorities:

- to encourage new talent, creativity and skills and to increase participation in sport and culture for those who don't currently benefit
- to inspire young people by awakening their interest and involvement with an emphasis on activity and health
- to support volunteering and to involve local communities in activities which bring people together and enrich the public realm.

We considered DCMS and Scottish Executive priorities when we conducted our own year-long Strategic Review in 2005/06.

Scottish Arts Council Strategic Review

Despite Scotland's artistic success, the arts have been hampered by historic funding patterns, which inhibit innovation, flexibility and growth. Too many of our best arts organisations face an uncertain future and too many people have uneven access to the best of Scotland's arts. For these reasons we conducted a Strategic Review in 2005/06.

The review tackled the issue of sustainability for many of our arts organisations. It examined how we could best support them to create and promote excellent work for the whole of Scotland. We asked how we could ensure a dynamic for artistic renewal and innovation in the sector. We took a difficult decision to move away from the historic funding of over 100 core revenue funded organisations. Instead, from April 2007, we will fund a national network of 48 Foundation Organisations. All of them will be expected to maintain the highest level of quality in all of their activities, artistically and managerially. In return, we will fund the majority of them at an enhanced level and commit to a five year funding cycle. In parallel, we have created significant and flexible funds to encourage growth and development within the arts.

We also defined new lottery priorities for 2004-2009 through a process of public consultation. Our ambitions are in line with our own aims and those of the Department for Culture, Media and Sport. They are to:

- make the arts available to those who have had few or no opportunities to appreciate them
- increase the numbers and broaden the range of people enjoying and taking part in the arts
- increase arts activity for and by children and young people
- in partnership with others, enable a fair geographic spread of facilities and activities throughout Scotland.

In 2007/08, we will operate our Small Capital Grants Fund for buildings and equipment, a revised and enhanced Public Art scheme and we will continue to develop community and voluntary involvement in the arts through the Awards for All scheme. We will also launch a major new funding initiative, the Inspire fund (working title) in support of our overall participation aim for our National Lottery fund which will be available in 2008/09.

As a result of both the National Lottery and Strategic Reviews, we will prioritise work which recognises and celebrates cultural diversity and arts and disability. Our new Equalities team will develop an equalities strategy and we will work with the arts sector to achieve greater diversity in artistic programming, audiences, employment profiles and governance structures.

This is the context which has shaped our thinking about how we use our resources – money, people and time – in our work as the national arts development agency. This plan outlines how we will work to achieve our aims, and those of *Scotland's Culture*.

Priority 1: Increase the scope and quality of our support to artists

Our unique role, as the national arts development agency, is to support and nurture those who are at the heart of the creative process, whether they work in collaboration in the performing arts, or as individuals in the creative arts and literature. In 2007-2009, we will fund a greater number of artists and also increase our level of support to £6.6 million.

We will focus our investment on a wide programme of skills development, business start-up grants, international exchanges, and bursaries to support new work across all artforms.

We will take risks where necessary, identify creative talent, nurture development and recognise artistic excellence. We aim to realise the potential of Scotland's creative industries. We will aim to expand the profile of Scottish artists and arts organisations internationally, through showcases, exchanges, and touring.

Headline actions

- Create a recognition scheme to honour and reward our most successful artists
- Develop a revised Creative Industries Strategy
- Increase sales of contemporary visual art and crafts through the Own Art scheme
- Develop and roll out a five year plan to deliver artists' studios and workshop spaces across Scotland in partnership with WASPS Artists' Studios
- Ensure a high profile Scottish presence at international showcase events, including: the Venice Biennale, Crafts Showcase, Edinburgh International Festival, Bookcase at the Edinburgh International Book Festival, Showcase Scotland at Celtic Connections, Womex, the London Jazz Festival, South by South West (SXSW) and the Association of Performing Arts Promoters (APAP) event in New York
- Champion the role of the arts in flagship events such as the Highland Year of Culture in 2007, Year of Homecoming in 2009, Glasgow's bid to host the Commonwealth Games in 2014, and the 2012 Olympics

- Encourage new opportunities for private sector sponsorship of the arts through the New Arts Sponsorship Awards funded by the Scottish Executive and managed by Arts and Business
- Increase investment in new plays and creating new work for theatre
- Enhance professional development opportunities for Scottish theatre professionals through assistant director trainee programmes, a programme of fellowships and associate posts for theatre artists

Priority 1 actions link to the following Scottish Executive objectives for Creative Scotland:

- develop and recognise talent and excellence
- support the creative industries, developing a new strategy to guide that function
- develop skills
- international engagement
- contribute to the Scottish Executive's plans for a recognition scheme for Scotland's creative sector.

Priority 2: Secure the foundation of Scotland's artistic development

We have agreed funding of £15.4 million in 2007/08 and a five year funding cycle for a group of 48 Foundation Organisations whose reach and role have a national or international impact. Our expectations for these organisations will be clearly laid out in our quality framework.

We see the Foundation Organisations as creative businesses that contribute to a dynamic artistic environment and also as forces for highly positive economic and social impact. The wide geographical distribution of these Foundation Organisations reflects our commitment to increase access and opportunity nationwide.

Scotland's Culture places great emphasis on creating opportunities for all citizens including children and young people to experience cultural activity, to discover their own creativity and to develop their gifts. Part of our contribution will be to increase funds to five national youth organisations as Foundation Organisations,⁶ to develop talent and skills and increase the

⁶ Scottish Youth Theatre, YDance (Scottish Youth Dance), Scottish National Youth Choir Scotland, National Youth Orchestras of Scotland, Fèisean nan Gàidheal



our priorities for
2007-2009

In 2007-2009, we will fund a greater
number of artists and also increase our
level of support to £6.6 million

opportunities for young people across Scotland to participate in the arts. During the life of this plan we will also undertake research and develop plans for increasing opportunities for older people to enjoy the arts.

Headline actions

- Fund, support and develop a national network of 48 Foundation Organisations
- Develop a Youth Arts Strategy, linking into the escalator model
- Implement the new Quality Framework tool
- Work with Arts and Business to develop governance skills in arts organisations

Priority 2 actions link to the following Scottish Executive objectives for Creative Scotland:

- support the creative industries, developing a new strategy to guide that function
- development and recognition of talent and excellence
- develop national standards
- promote private sponsorship.

Priority 3: Create flexibility to support the new and the innovative

We wish to create an environment where the new and innovative can flourish. We have, therefore, created a pool of £9.7 million in project and programme funding, which will allow more flexible investment. From 2007/08, some of our flexible funds will be committed to 47 organisations on a fixed term basis of one to three years. We will also develop a process which allows us to renew policy and decisions, linked in to funding cycles, so that we can respond to new ideas and directions more easily.

Headline actions

- Develop our funding processes to enable flexibility and renewal
- Work with partner public agencies and Festivals Edinburgh to address the sustainability of Edinburgh's festivals in the light of the *Thundering Hooves* report
- Increase opportunities, where appropriate, to devolve funds to partner organisations,

including local authorities and umbrella bodies

- Establish the new Programming and Venues fund for festivals and promoters
- Fund key promoters and support organisations to develop and exploit their commercial potential
- Identify common areas of policy and practice with Scottish Screen in relation to Gaelic, equalities and audience development

Priority 3 actions link to the following Scottish Executive objectives for Creative Scotland:

- develop and recognise talent and excellence
- link with education, and promote access and participation

Priority 4: Create opportunities for participation in the arts

We believe in the power of the arts to change lives.

We will use public funds to enable people to take part in the arts in the places that have the greatest need and least opportunity. Initiatives to boost access will be strengthened by proposals to improve research and marketing.

We decided as a result of the Strategic Review that the major focus for lottery funds in future would be on participation. Our overall aim for our National Lottery Fund will be to create opportunities to enable more people in Scotland to take part in the arts and become creative, imaginative members of a confident, cultured nation. In 2007/08 we will continue to re-focus our funding to take full effect in the following year. In particular, we will take a fresh approach to encouraging ambition through an exciting new initiative, the Inspire fund. We will ensure that opportunity is not constrained by unduly rigid processes, guidance or criteria.

The Scottish Executive has endorsed the importance of the link between arts and education by awarding us significant funds to run the Youth Music Initiative and the Cultural Co-ordinators in Scottish Schools scheme. Creative Scotland's remit will continue to promote access and participation in the arts.

Headline actions

- Launch the Inspire fund (lottery) to be implemented in 2008/09
- Contribute to the development of cultural entitlements, and support Pathfinder projects in three local authorities
- Deliver the Youth Music Initiative (YMI), which allows young people to develop musical skills, realise potential and develop partnerships as part of the Youth Music Initiative programme

We believe in the power of the arts to change lives. We will use public funds to enable people to take part in the arts where there is the greatest need and least opportunity

- Manage the Cultural Co-ordinators programme, and support local authorities to deliver
- Develop a third audience development initiative with local partners to complement existing agencies.
- Develop and implement our equalities strategy.⁷

Priority 4 actions link to the following Scottish Executive objectives for Creative Scotland:

- link with education, and promote access and participation
- develop skills
- contribute to the development of cultural entitlements

Priority 5: Build a culture of co-operation with partners and the arts community

The future roles and responsibilities set out in *Scotland's Culture* and our own internal review of structures has highlighted the need to work in a different way, to integrate fully areas such as the creative industries, equalities, international working, audience and organisational development and education.

The role of local authorities in supporting and developing the arts is pivotal and their role is fully recognised and considered in *Scotland's Culture*. We have well established partnerships with local authorities both at a national level, through COSLA and VOCAL, and with individual local authorities through our funding relationships with key arts organisations and development programmes such as Creative Links, Cultural Co-ordinators and the Youth Music Initiative. Most importantly, this plan highlights the need to develop existing relationships and work more effectively in partnership.

We will put in place a new organisational structure by the start of the next planning year, 1 April 2007. Implementation of these changes will be a major priority throughout 2007/08.

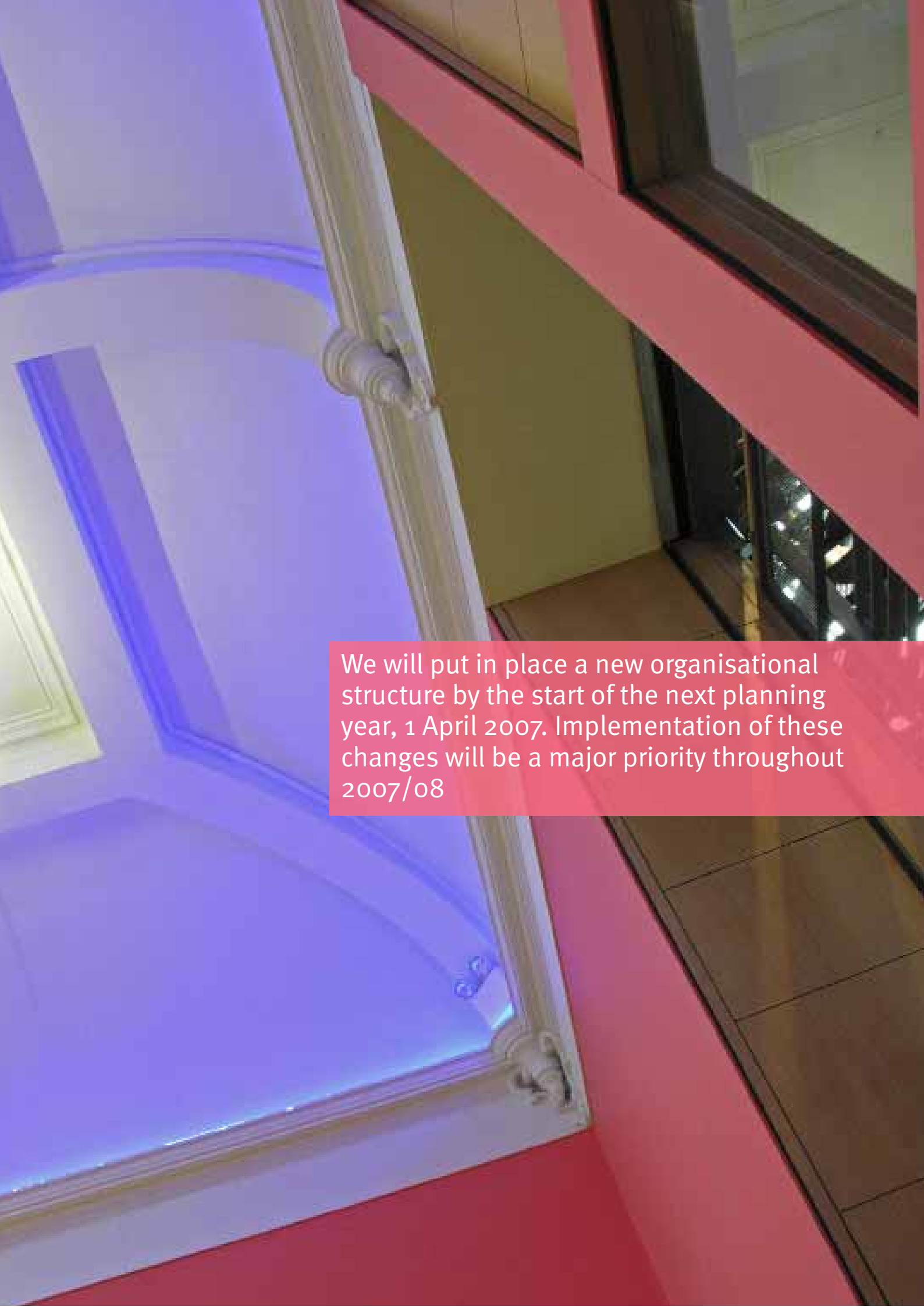
We will also concentrate in the next two years on establishing new relationships with the National

Performing Arts Companies who will be funded by the Scottish Executive from 1 April 2007. The transfer of duties to the Scottish Executive will require us to release a contribution from our overheads to support the move. We will forge new partnerships with other national cultural institutions, and adopt fresh approaches to planning and working with local authorities.

Headline actions

- Implement the new organisational structure to reflect new relationships
- Review the way we work and how we can better monitor the impacts of our funding and development activity
- Implement efficiencies in our funding schemes including developing online funding applications
- Continue to advise the Scottish Executive on the transfer of funding responsibility for the National Performing Arts Companies and build new relationships with the companies
- Expand partnership and collaboration to increase arts development, through the Literature Forum for Scotland, the creation of the Drama Forum and sector forum development in music

⁷ Our Equalities Strategy applies across all the Scottish Arts Council's funding and operational activity



We will put in place a new organisational structure by the start of the next planning year, 1 April 2007. Implementation of these changes will be a major priority throughout 2007/08

- Set up the Curatorial Development Initiative to promote a more strategic approach to professional development across the range of curators working in the fields of visual arts and crafts by September 2007
- Work with the Scottish Executive and others to strengthen the evidence base for the arts by investing in high quality research and evaluation.

Priority 5 actions link to the following Scottish Executive objectives for Creative Scotland:

- work with the Scottish Executive and Scottish Screen to ensure a smooth transition to Creative Scotland
- assist the Scottish Executive in determining appropriate governance structures for the national performing arts agencies

Priority 6: Make the transition to Creative Scotland

The formal process of merging our roles and responsibilities with those of Scottish Screen began in January 2007 with the formation of a new board, whose members were drawn from the two existing bodies. The new board will govern the work of both bodies in the transitional period.

We look forward to working with the new board and our colleagues in Scottish Screen to achieve a smooth transition into Creative Scotland. Together we will continue to develop the vision for the new organisation. At the same time, we will develop practical co-operation with Scottish Screen for example in relation to office space, information sharing and knowledge management. We will reach agreements concerning committee structures, roles and remits, training and development.

Headline actions

- Work with the Scottish Executive to ensure a smooth transition to Creative Scotland
- Contribute to the location review for Creative Scotland
- Support the new joint board to develop the role of Creative Scotland so that it can deliver its remit as set out in *Scotland's Culture*

- Work towards greater flexibility and efficiency in our services by investing in staff development and ICT/information resources.

Priority 6 actions link to the following Scottish Executive objectives for Creative Scotland:

- work with the Scottish Executive and Scottish Screen to ensure a smooth transition to Creative Scotland
- contribute to the location review for Creative Scotland
- support the new joint board to develop the role of Creative Scotland

The way ahead

Over the next two years, Creative Scotland will replace Scottish Screen and the Scottish Arts Council. We will continue to use our funds, skills and expertise to help shape Creative Scotland and Scotland's cultural landscape. This corporate plan for 2007-2009, and the accompanying one year Business Plan 2007/08 set out to achieve a balance between maintaining the momentum for development and providing as much stability as possible for the arts sector, staff and partners through the period of change. The clarity of our goals, and our commitment to them, will enable us to face the challenges which lie ahead. The Scottish Executive has welcomed our approach and timescale.

We remain ambitious for the arts in Scotland, and for the audiences they serve. We will work to deliver a vision of a creative Scotland – recognised nationally and internationally for the creativity, imagination and innovation of its people, a vibrant environment in which artists and arts organisations achieve excellence.

financial context and outline budget

Context 2007/08 to 2008/09

On 29 September 2004, the Scottish Executive announced our grant for the next three years (2005/06 to 2007/08) as part of the Spending Review 2004 (SR04). In January 2006, the Minister for Tourism, Culture and Sport announced an additional £7 million investment in the arts through the Scottish Arts Council from 2007/08 onwards.

The grants allocated by the Scottish Executive under Spending Review 2004 are detailed in Table 1. In addition to the grants from the Scottish Executive, we receive money from the National Lottery. Budget income for the next three years from this source is based on actual income and allocations from management of the National Lottery Distribution Fund (NLDF) balances.

Table 1 Budget 2007/08

Income	2006/07 Budget £m	2007/08 Budget £m
Core grant-in-aid (revenue grant) ⁸	55.59	57.00
Scottish Opera repayment of advance	-0.20	0.00
Cultural Review	0.00	7.00
National Performing Arts Companies (programme budget transferred to Scottish Executive)	0.00	-20.65
National Performing Arts Companies (administration budget transferred to Scottish Executive)	0.00	-0.30
Highland Quest (Highland Year of Culture 2007)	0.19	0.00
Arts and Business	0.40	0.40
ArtFull (Scottish Executive Health Department project)	0.16	0.18
Depreciation (non-cash revenue budget)	0.07	0.07
Eden Court (capital grant from Scottish Executive)	5.00	0.00
Total Scottish Executive budget	61.22	43.70
National Lottery funds	15.78	15.00
Other income	0.20	0.20
Release from reserves	0	1.01
Grand total	77.19	59.91

Expenditure	2007/08		
	Voted Budget £m	Lottery Budget £m	Total Budget £m
Corporate priorities			
Increase the scope and quality of our support for artists	5.58	1.08	6.66
Secure the foundation of Scotland's artistic development	15.39	0.00	15.39
Create flexibility to support the new and the innovative	7.72	1.99	9.71
Create opportunities for participation in the arts	13.00	10.33	23.33
Sub-total	41.69	13.40	55.09
Total arts services	0.86	0.92	1.78
Total operational costs	1.60	1.44	3.04
Grand total	44.15	15.76	59.91

⁸ 2007/08 includes Youth Music Initiative £10m, Cultural Co-ordinators £0.75m.

minister's objectives for the scottish arts council/creative scotland

Objectives for the Scottish Arts Council were presented to the Scottish Parliament on 19 January 2006 by Patricia Ferguson, Minister for Tourism, Culture and Sport and formed part of *Scotland's Culture*, published on the same date:

- Work with the Scottish Executive and Scottish Screen to ensure a smooth transition to Creative Scotland, the new cultural development agency
- Identify staff to transfer to the Scottish Executive's unit that will fund the national performing arts companies
- Assist the Scottish Executive in
 - determining appropriate governance structures for the National Performing Arts Companies
 - developing criteria for national performing company status
- Contribute to the delivery of the location review for Creative Scotland
- Contribute to the Scottish Executive's plans for a recognition scheme for Scotland's creative sector

In addition, we will work with other cultural organisations to develop the role of Creative Scotland so that it can deliver the following functions:

- Promote the development of talent and excellence in all branches of the arts and screen industries, and run schemes to recognise Scotland's talented artists
- Grant, at Creative Scotland's discretion, financial support to nationally-important arts bodies – as a pan-Scotland network of centres of excellence – requiring them as a funding condition to consider their 'national impact' and outreach
- Support core costs and certain projects associated with significant initiatives, such as festivals

- Promote effective sector networks of nationally-important bodies – to enhance the role and prominence of Scotland's literature and publishing, developing that sector's links into schools
- Support the creative industries to increase their economic contribution, developing a strategy for that purpose
- Advise on best business practice, skills and evaluation activity for arts bodies, offering business advice and investment services
- Contribute to developing entitlements, advising on Pathfinders and national guidance
- Contribute to quality assurance arrangements, including standards of provision and guidance on quality assurance processes for the sector, working with key sector stakeholders, national performing arts companies and local authorities
- Provide national advice for national and local cultural providers on strategic matters such as access, diversity, inclusive audience development practice (addressing the needs of all sections of the population including older people, minority ethnic communities, and disabled people), touring arts activity, building the voluntary arts sector, and developing the contribution of the private sector and sponsorship approaches. That will be undertaken in full consultation with relevant interests and other leaders in the field
- Provide advice and evidence on the role and value of the arts in a host of wider policy settings, such as regeneration, health and justice; and undertake research that supports this and other strategic objectives
- Lead development of the schools co-ordinator and Creative Links programmes to the point when the future of the programme and options for local delivery are discussed with the Convention for Scottish Local Authorities
- Promote international engagement, liaising on strategy and programming with the Executive's policy teams, the National Collections bodies, the national performing arts companies and organisations like the British Council-Scotland, in order to maximize impact
- Act as arts, screen and Awards for All National Lottery distributor

Our Performance Indicators and Targets for 2007/08 have been agreed with the Scottish Executive, and form part of our funding agreement

performance indicators and targets

Performance Indicators	Targets
Increase participation in arts activity	Increase numbers taking part in cultural activities funded by the Scottish Executive by 3%, maintaining balance across the population
Audience development	Increase 'core-funded' audiences at performances and exhibitions by 3%
Increase participation in education and outreach events	Increase the number of people taking part in 'core funded' education and outreach events by 3%
Cultural success	Increase the number of 'Scottish' artists, groups and arts organisations nominated for major UK and international awards by 3%
Efficient government	Achieve an annual saving of £200,000

improving efficiency and productivity

We will implement efficiencies in our funding schemes by reviewing the way we work and by developing online funding applications.


As we contribute to developing the role of Creative Scotland, we will identify opportunities for improving efficiency and productivity in the following areas: investing in staff development, shared ICT and information services and streamlining management and operational structures.

The Scottish Arts Council is committed to the efficiency agenda. In 2004/05, we reduced our office premises from two sites to one and consolidated our operations in one building which made £95,000 available for the arts.

We have absorbed the activities of several Scottish Executive initiatives within the existing cost structure, including the Youth Music Initiative, Cultural Co-ordinators, ArtFull and in 2007/08 we will be developing and running a new recognition scheme to honour and reward our most successful artists.

In 2007/08 we will consolidate the efficiency savings we began in 2006/07 by re-investing existing resources in front line research and evaluation services designed to improve knowledge and capacity in the cultural sector. The new unit provides high quality research, evaluation and statistical analysis to support arts policy and planning and robust monitoring and analysis for programmes such as the Youth Music Initiative. In 2007/08 we will continue to develop the service.

2007/08 will see the implementation of our new Quality Framework for Foundation Organisations and organisations supported through flexible funding. The framework is designed as a self-evaluation and monitoring tool to encourage continuous improvement which we will pilot with organisations in 2007-2009.



2007/08 will see the implementation of our new Quality Framework for Foundation Organisations and organisations supported through flexible funding

appendix 1 summary business plan 2007/08

Priority 1: Increase the scope and quality of our support for artists

Priority 1 Plans 2007/08 Increase the scope and quality of our support for artists	Headline actions 2007/08	Outcomes
Support and run award schemes for artists	Create a new recognition scheme to honour and reward our most successful artists	A new award scheme successfully established Evidenced by: <ul style="list-style-type: none"> - positive media coverage nationally and internationally - artists' statements
Support the Creative Industries	Develop a revised Creative Industries Strategy	A clear understanding of the opportunities and remit for Creative Scotland in relation to the Creative Industries Evidenced by: <ul style="list-style-type: none"> - Creative Industries Strategy presented to the joint board of Scottish Arts and Scottish Screen by March 2008
	Increase sales of contemporary visual art and crafts through the Own Art scheme	Evidenced by: <ul style="list-style-type: none"> - number of sales by participating galleries
	Develop and roll out a 5 year plan to deliver artists' studios and workshop spaces across Scotland in partnership with WASPS Artists' Studios	Evidenced by: <ul style="list-style-type: none"> - evaluation study of the WASPS project to assess impact
Ensure opportunities for artists and arts organisations to work internationally	Ensure a high profile Scottish presence at international showcase events, including: the Venice Biennale, Crafts Showcase, Edinburgh Festival Fringe, Bookcase at the Edinburgh International Book Festival, Showcase Scotland at Celtic Connections, Womex, the London Jazz Festival, South by South West (SXSW) and Association of Performing Arts Promoters (APAP) in New York	Increased opportunities for artists and arts organisations to network, develop international collaborations and to secure and exploit touring and distribution possibilities (Establish baseline position 2007/08) Evidenced by: <ul style="list-style-type: none"> - case studies published by Dec 2009 - number of international opportunities (2007/08)

Priority 1 Plans 2007/08 Increase the scope and quality of our support for artists	Headline actions 2007/08	Outcomes
	<p>Champion the role of the arts in flagship events such as the Highland Year of Culture in 2007, Year of Homecoming in 2009, the 2012 Olympics and Glasgow's bid to host the Commonwealth Games in 2014</p>	<ul style="list-style-type: none"> - number of countries covered by artists and arts organisations directly supported by the Scottish Arts Council (2007/08) <p>Plans for flagship events agreed and approved by the new joint board by December 2007</p>
<p>Build stronger links between artists and arts organisations and the business community</p>	<p>Encourage new opportunities for private sector sponsorship of the arts through the New Arts Sponsorship Awards funded by the Scottish Executive and managed by Arts and Business</p>	<p>Increased leverage of sponsorship through Arts and Business</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - sponsorship levered through New Arts Sponsorship Awards
<p>Encourage opportunities and provide financial support for commissioning and developing new work across all artforms</p>	<p>Increase investment in new plays and creating new work for theatre</p>	<p>Recognition by peers of innovation and imagination in new work emerging from Scotland</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - case studies on funded artists and arts organisations by March 2008 - peer group assessments of the new work (specialist advisers/artform advisers) - number of artforms represented
<p>Invest in continuing professional and business development for artists and arts organisations</p>	<p>Enhance professional development opportunities for Scottish theatre professionals through assistant director trainee programmes, a programme of fellowships and associate posts for theatre artists</p>	<p>High quality continuing professional development opportunities for artists to develop skills, talent and excellence</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - published case studies on continuing professional development opportunities for theatre artists published by August 2008

Priority 2: Secure the foundation of Scotland's artistic development

Priority 2 Plan 2007/08 Secure the foundation of Scotland's artistic development	Headline actions 2007/08	Outcomes
<p>Support producers, promoters and galleries to create and promote excellent work that develops and widens audiences for the arts</p> <ul style="list-style-type: none"> • Association for Scottish Literary Studies • An Tobar • An Tuireann • An Lanntair • Arches Theatre • Dundee Contemporary Arts • Dundee Repertory Theatre • Eden Court • Fife Contemporary Arts & Crafts • Fruitmarket Gallery • Horsecross (Perth Theatre and Concert Hall) • Macrobert • Peacock Visual Arts • Pier Arts Centre • Royal Lyceum Theatre • Scottish Dance Theatre • Scottish Ensemble • Street Level • Taigh Chearsabhagh • Traverse Theatre • Tron Theatre • Travelling Gallery 	<p>Fund, support and develop a national network of Foundation Organisations</p>	<p>Positive results against Quality Framework criteria</p> <p>Evidenced by :</p> <ul style="list-style-type: none"> - artistic assessment reports - attendance figures - participation figures
<p>Support festivals to present the highest quality work from the UK and abroad</p> <ul style="list-style-type: none"> • Edinburgh International Book Festival • Edinburgh International Festival • Imagine • Puppet Animation Festival 		<p>Positive results against Quality Framework criteria</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - artistic assessment reports - attendance figures - participation figures

Priority 2 Plan 2007/08 Secure the foundation of Scotland's artistic development	Headline actions 2007/08	Outcomes
<p>Invest in four National Youth organisations to support talented young people to achieve their potential and the highest artistic standards</p> <ul style="list-style-type: none"> • National Youth Choir of Scotland • National Youth Orchestras of Scotland • Scottish Youth Dance • Scottish Youth Theatre 	<p>Develop a Youth Arts Strategy, linking into the escalator model</p>	<p>Youth Arts Strategy presented to the new joint board by 31 March 2008</p> <p>Positive results from National Youth organisations against Quality Framework criteria</p> <p>Evidenced by :</p> <ul style="list-style-type: none"> - artistic assessment reports - attendance figures - participation figures
<p>Fund arts development organisations to establish best practice in supporting artists to make work, develop their practice and widen opportunities for participation</p> <ul style="list-style-type: none"> • Artlink, Edinburgh & Lothians • Citymoves Dance Space • Dance Base • Fèis Rois • Fèisean nan Gàidheal • Gaelic Books Council • Glasgow Print Studio • Glasgow Sculpture Studio • HI-Arts • North Lands Creative Glass • Pròiseact nan Ealan • Project Ability • Scottish Book Trust • Scottish Music Centre • Scottish Poetry Library • Scottish Storytelling Centre • Shetland Arts • Tramway 		<p>Positive results against Quality Framework criteria</p> <p>Evidenced by :</p> <ul style="list-style-type: none"> - artistic assessment reports - attendance figures - participation figures
<p>Develop the Quality Framework as a self evaluation and monitoring tool to encourage continuous improvement in Foundation Organisations</p>	<p>Implement the new Quality Framework tool</p>	<p>Quality Framework in place and evaluation of two year pilot (2007-2009) undertaken</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - Quality Framework in place for Foundation Organisations
	<p>Work with Arts and Business to develop governance skills in arts organisations</p>	<p>Evidenced by:</p> <ul style="list-style-type: none"> - report on number of people participating in board development - evaluation of the board development programmes

Priority 3: Create flexibility to support the new and the innovative

Priority 3 Plans 2007/08 Create flexibility to support the new and the innovative	Headline actions 2007/08	Outcomes
Invest in renewal and innovation by ensuring flexibility in project and programme funding	Develop our funding processes to enable flexibility and renewal	Funding cycle and assessment criteria established and implemented for organisations funded on a flexible basis by August 2007 Evidenced by: - Quality Framework in place for organisations funded on a flexible basis
	Work with partner public agencies and Festivals Edinburgh, to address the sustainability of Edinburgh's festivals in the light of the <i>Thundering Hooves</i> report	A plan developed with key partners and agreed by the new joint board
Establish key funding partnerships which increase leverage and efficiency by devolving funding to partner organisations	Increase opportunities, where appropriate, to devolve funds to partner organisations, including local authorities and umbrella bodies	Funding decisions and distribution made at the most appropriate level Evidenced by: - number and value of devolved funding programmes
Support programmes which are designed to increase and widen audience attendances	Establish the new Programming and Venues fund for festivals and promoters Fund key music promoters and support organisations to develop and exploit their commercial potential	Performing Arts Programming and Venues Fund successfully established Evidenced by: - numbers of events and attendance resulting from our investment in touring - geographic reach of Performing Arts Programming and Venues Fund - Touring Exchange successfully established
Provide support for arts organisations which have a strategic role in the development of key policy areas or which serve a particular community of interest	Identify common areas of policy and practice with Scottish Screen in relation to Gaelic, equalities and audience development	Report outlining options for taking forward common areas of policy and practice presented to joint board by December 2007

Priority 4: Create opportunities for participation in the arts

Priority 4 Plans 2007/08 Create opportunities for participation in the arts	Headline actions 2007/08	Outcomes
Create opportunities to enable more people in Scotland to take part in the arts and become creative, imaginative members of a confident, cultured nation	<p>Launch the Inspire fund (working title) to be implemented in 2008/09</p> <p>Contribute to the development of cultural entitlements and Pathfinder projects in three local authorities</p>	<p>Inspire fund launched by autumn 2007 in readiness for the first awards to be made in 2008/09</p> <p>Evaluation of Pathfinders informs future policy and partnership working with local authorities</p>
Support national arts development programmes for children and young people	<p>Deliver the Youth Music Initiative (YMI), which allows young people to develop musical skills, realise potential and develop partnerships as part of the Youth Music Initiative programme</p> <p>Manage the Cultural Co-ordinators programme and support local authorities to deliver</p>	<p>YMI programme 2007/08 successfully delivers against targets agreed with the Scottish Executive</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - monitoring and evaluation of the YMI strategy <p>New structure for Cultural Co-ordinators programme established</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - monitoring and evaluation of the CC Business Plan
Implement Audience Development Strategy	Develop a third audience development initiative with local partners to complement existing agencies	Regional audience development initiative developed in partnership with local agencies and organisations
Implement our Equalities Strategy throughout the work of the Scottish Arts Council ⁹	Develop and implement our Equalities Strategy	<p>First year of Equalities Strategy successfully implemented</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - monitoring and evaluation reports of funding and operational activity - end year report to joint board
Support the voluntary arts sector at national level		<p>Key voluntary arts umbrella organisations supported and evaluated</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - number and value of funding partnerships in place - end of year reports by the organisations

⁹ Note: our Equalities Strategy applies across all the Scottish Arts Council's funding and operational activity

Priority 5: Build a culture of co-operation with partners and the arts community

Priority 5 Plans 2007/08 Build a culture of co-operation with partners and the arts community	Headline actions	Outcomes
Build a culture of co-operation with partners and the arts community	<p>Implement the new organisational structure to reflect new relationships</p> <p>Review the way we work and how we can better monitor the impacts of our funding and development activity</p> <p>Implement efficiencies in our funding schemes including developing online funding applications</p> <p>Continue to advise the Scottish Executive on the transfer of funding responsibility for the National Performing Arts Companies and build new relationships with the companies</p> <p>Expand partnership and collaboration to increase arts development, through the Literature Forum for Scotland, the creation of the Theatre Forum and sector forum development in music</p> <p>Set up the Curatorial Development Initiative to promote a more strategic approach to professional development across the range of curators working in the fields of visual arts and crafts by September 2007</p> <p>Work with the Scottish Executive and others to strengthen the evidence base for the arts by investing in high quality research and evaluation</p>	<p>Organisational structure implemented by September 2007</p> <p>New approaches to monitoring and reporting on key funding and development activity in place by May 2007</p> <p>Funding processes reviewed and project plan for developing online applications in place by December 2007</p> <p>Transfer of responsibilities to the Scottish Executive by April 2007. New relationships established by December 2007</p> <p>Report to joint board on sector forums for Literature, Theatre and Music further developed to increase partnership working and co-operation with the sectors by December 2007</p> <p>Increased opportunities for the public to experience the best work being made by the world's leading artists and makers by December 2009</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - artistic assessments - evaluation of audience response <p>Better targeted and more effective opportunities for curators to undertake research, collaborate and develop contacts nationally and internationally by end March 2008</p> <p>Evidenced by:</p> <ul style="list-style-type: none"> - case studies published by September 2008 <p>Project plan for developing a stronger evidence base for policy and planning supported by high quality research and evaluation by September 2007</p>

Priority 6: Make the transition to Creative Scotland

Priority 6 Plans 2007/08 Make the transition to Creative Scotland	Headline actions	Outcomes
<p>Make an effective transition to Creative Scotland by working in partnership with Scottish Screen and the Scottish Executive</p>	<p>Work with the Scottish Executive to ensure a smooth transition to Creative Scotland</p> <p>Contribute to the location review for Creative Scotland</p> <p>Support the new joint board to develop the role of Creative Scotland so that it can deliver its remit as set out in <i>Scotland's Culture</i></p> <p>Work towards greater flexibility and efficiency in our services by investing in staff development and ICT/information resources</p>	<p>Joint board working effectively and an agreed process established for the merger of the functions of the Scottish Arts Council and Scottish Screen</p> <p>Project plan agreed by September 2007</p>

Photo credits

Facing inside front cover: children's workshop at Scottish Storytelling Centre (Pascal Saez); contents page: mixing desk (Michael Wolchover); page 3: Edinburgh Festival (Marius Alexander); page 4: Edinburgh International Book Festival (Pascal Saez); page 7: crafts workers' clamps (Michael Wolchover); page 8: Radiance Glasgow Festival of Light (courtesy NVA); page 11: Big Willow project in Ross-shire (Fin MacRae), page 12: Edinburgh Mela (Douglas Robertson), page 15: clarsach (Michael Wolchover); page 18: Stirling Tolbooth (Michael Wolchover); page 25: Harbour Arts, Irvine (Brian Craig).



Scottish **Arts** Council

Scottish Arts Council

12 Manor Place, Edinburgh EH3 7DD

Telephone 0131 226 6051

Facsimile 0131 225 9833

Help Desk 0845 603 6000 (local rate)

Typetalk please prefix number with 18001

E-mail help.desk@scottisharts.org.uk

Website www.scottisharts.org.uk

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