



Scottish **Arts** Council

Quality Framework

guidelines for arts organisations

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Quality Framework

guidelines for arts organisations

Scottish Arts Council

Quality Framework Guidance

The Scottish Arts Council is changing. Following a period of strategic review, we are entering a new phase of development and leading a process of continuous improvement that will refine our ways of working, both internally and with our funded organisations, and assist the transition to Creative Scotland

This document sets out the starting point of this change: a Quality Framework for Arts Organisations. It provides information and guidance to arts organisations on key areas where quality is of paramount importance:

- **the artistic leadership and vision that creates high quality programmes of work**
- **public engagement**
- **accountability – governance, finance, management and compliance.**

This document is not static. The first two years of the new Quality Framework will represent a developmental phase for everyone. Over this period, we plan to review, refine and further develop the Quality Framework, working closely with arts organisations that we support, to ensure continuous improvement. We intend that the Quality Framework will:

- **act as a clear set of expectations of performance**
- **inform Scottish Arts Council funding decisions (within the context of strategic priorities)**
- **evidence and demonstrate cumulative value for public funding of the arts.**

It should be emphasised that meeting the targets of the Quality Framework will not be sufficient in itself to guarantee funding.

We expect that all arts organisations will work with the Quality Framework as an aid to achieving best practice. We will use the Quality Framework to gather appropriate evidence from our funded organisations, and aim to distil reporting requirements further to minimise bureaucracy and allow organisations to focus more on activity that will improve artistic quality.

We will be asking Foundation Organisations to report on all areas of the Quality Framework. Organisations funded on a flexible basis are asked to report primarily against Artistic Leadership.

Using the Framework

Within the four sections, we have identified Areas of Activity and within each of these, core requirements are described. We have outlined evidence requirements for each section within the Quality Framework, but these are not overly defined; they serve as a starting point, as a focus for self-assessment and review, and as a basis for discussion with us.

This ensures that:

- **organisations already exceeding the core evidence requirements have the opportunity to demonstrate alternative evidence, equally valid and/or of higher quality**
- **organisations facing difficulty providing the core evidence have sufficient time to address these areas and make improvements.**

Within the Quality Framework, we have added some open questions, simply as a prompt to help focus thinking and discussion.

The Scottish Arts Council works at an international, national and local level:

- **supporting artists and arts organisations in Scotland to fulfil their creative and business potential**
- **increasing participation in the arts**
- **placing arts, culture and creativity at the heart of learning**

We are the principal channel of public funding for the arts in Scotland and are independent from, but accountable to, the Scottish Executive. We also distribute funds from the National Lottery to the arts in Scotland.

We provide information and advice, as well as funding.

Our Corporate Plan and a wealth of further information can be found on the Scottish Arts Council's website:

www.scottisharts.org.uk



Artistic Leadership

As time goes on, we want to evidence your expertise in, and achievement of, high quality. We want to know how this impacts across your sector, the arts in and outwith Scotland, and the wider community. We hope that you share this aspiration with us

Having a clear artistic vision that is communicated well, and understood by staff and supporters, will help to deliver that vision. A forward plan (business plan) should demonstrate a strong commitment and drive to achieving high quality in the work to be produced or presented. We are also interested in the ways in which you communicate this vision to the wider world and the ways you drive your organisation forward.

A confident organisation accepts that a disparate range of views is acceptable. We will be looking for evidence that demonstrates you are engaging in honest and rigorous assessment of your work, and holding open discussions with all stakeholders. We specifically require you to take account of the views of funders, including the evaluations that we commission. The same level of rigour and attention should be applied to artistic processes and outputs as to financial and trading issues.

The willingness of partners of significance to engage with you will constitute evidence that your work is regarded highly by your peers at home and abroad. The Scottish Arts Council encourages and expects its Foundation Organisations to engage in national and/or international forums.

There is a section on equalities placed within Artistic Leadership, to emphasise the importance of equalities to your core business, and as a bridge to Public Engagement and Governance. A commitment to equalities and cultural diversity should be pervasive, and evident in everything you do. The diversity of our communities can be reflected in artistic programmes, audiences, board members and staff.

We require Foundation Organisations to develop their own Equalities Schemes by 2009. It is our intention that organisations on flexible funding will also work towards an Equalities Scheme over the next three years. The Equalities Scheme will include an action plan indicating where you are now, and the specific actions you will take to determine how you integrate equalities into all operational activity. This is a big task, and we intend to support you through this process.

We will provide a rolling programme of tailored support and training, for Foundation Organisations initially.

The Scottish Arts Council is an advocate for the arts, and the work of arts organisations.

The Scottish Arts Council is recognised as leading the way for the arts community. As a development agency we broker new opportunities for artists and work in partnership with others, such as:

- **Scottish Screen**
- **BBC**
- **Channel 4**
- **Universities**
- **sportscotland**
- **Local authorities**

The Scottish Arts Council website www.scottisharts.org.uk is a rich source of information on strategies for artforms, our Disability Equality Scheme, equalities legislation and briefings, cultural diversity schemes and 'Taking Part' reports.

Equality

The Scottish Arts Council has a legislative duty as a public sector body to take a proactive approach in promoting equality of opportunity for disabled people. We have published our Disability Equality Scheme detailing how we assess and monitor the impact of our policies, and ensure public access to the information and services we provide. We report annually on the scheme.

Artistic Leadership

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS
●	●	Artistic vision and leadership	1.1 The organisation has a clear artistic vision which is communicated clearly to all stakeholders (funders, audiences/participants, artists, and staff).
●	●	Programme	1.2 Create and/or present a programme of work of high artistic quality. 1.3 The views of the stakeholders are formally evaluated and inform programme planning.
●	●	National and/or international leadership	1.4 Partnership within and/or beyond Scotland is present within the programme. 1.5 The organisation participates in recognised national and/or international forums.
●	●	Equalities (see also 4. Compliance)	1.6 The organisation aims to develop and promote equality of opportunities and to ensure inclusion and accessibility to all services, employment, and the artistic programme.

Those organisations which do not present/create an artistic programme of work will be judged on their vision and business plan

EVIDENCE REQUIRED	OPEN QUESTIONS
<p>Current business plan, including clear aims in relation to a high-quality programme of work.</p>	<p>Does everyone in your organisation know your vision?</p> <p>Is artistic programming a strong, creative element within the business plan?</p> <p>Are aims and objectives clearly understood?</p>
<p>Written Artistic Director's report for every board meeting.</p> <p>Evaluation of programme's success or otherwise as set out in the Funding Agreement, reflecting issues of artistic quality, views of stakeholders, and critical review, including Scottish Arts Council officers' and specialist advisors' evaluations.</p>	<p>Does the board/management group discuss artistic issues?</p> <p>Is the board confident in discussion?</p> <p>Does the programme meet its aims and objectives in terms of quality?</p>
<p>Discussion at the meeting with the Scottish Arts Council lead officer – see the Funding Agreement</p>	<p>Who is involved in discussions?</p> <p>What evaluation methods have you tried?</p> <p>What works best for your organisation, and why?</p>
<p>Partner(s) role is acknowledged within publicity and other communications activity.</p>	<p>Who are your current partners?</p> <p>Have you agreed mutual objectives?</p> <p>How is/are the partnership(s) shaping up?</p>
<p>Reputation and success of the organisation is reflected through critical review and/or recognised by national or international peers.</p>	<p>Have you received critical acclaim and/or recommendation from national/international peers?</p> <p>Have you been invited to speak about your practice and/or perform outwith Scotland?</p> <p>How is your reputation affecting your organisation?</p>
<p>Increased involvement and participation of under-represented groups.</p> <p>Business plan, including equalities scheme and policy.</p>	<p>Are your approaches working?</p> <p>What do you understand by accessibility? And is it improving?</p> <p>Are you up to speed with legislation?</p>

Public Engagement



We have incorporated participation, audience development, marketing, learning and entitlements work under the heading of Public Engagement.

We assume that every arts organisation has artistic, social and financial objectives, and is interested in how the process of public engagement is contributing to the achievement of these objectives

Artistic objectives demonstrate a commitment to ensuring that an audience is meaningfully engaged with work of the highest artistic quality. Social objectives demonstrate your commitment to maximizing audience numbers, broadening the range of people who engage with the work, and ensuring that audiences enjoy a high quality arts experience in the fullest sense. Financial objectives relate to maximizing income generation from ticket sales, sales of visual art or crafts, readership and/or membership, as well as creating opportunities for ancillary services that meet audience needs.

(Please note: the terms ‘audiences’ and ‘participants’ are used interchangeably and can mean members of the public who attend, visit, read, listen, view and participate in the arts, and/or who purchase works of art in any artform.)

- **Support and guidance in audience development is available centrally from the Scottish Arts Council’s Audience and Organisational Development Department, but also from local audience development agencies or posts, currently in Edinburgh (The Audience Business), Glasgow (Glasgow Grows Audiences) and the Highlands and Islands (HI-Arts). This includes tools such as Arts Council Area Profile reports (snapshots of potential audience behaviour in different areas of Scotland) and availability of funding to build capacity or run projects.**

Marketing is broadly an understanding of the needs of a target audience; delivering the relevant benefits of your work to them; and communicating appropriately. We expect organisations to take a strategic, long-term approach to marketing, and use a similar approach in marketing one-off projects. The different components of marketing are referred to as the marketing mix – the ‘4Ps’ – product, price, place and promotion. Communicating appropriately can mean using a range of marketing tools such as printed publicity materials, websites, distribution, direct mail, telemarketing and e-marketing.

One of the three corporate aims of the Scottish Arts Council is ‘to place the arts, culture and creativity at the heart of learning’. Successful arts education is an interactive process involving organisations, the artform and the public that results in change and progression for those involved. Education is a bridge between artform excellence and increased access and participation, and it is people-centred. Providing opportunities for learning and progressing in an artform or using an artform to address other, non-artistic outcomes are equally valid. In either case a high quality, strategic approach is required in order to benefit the participants and the organisation.

- **We have undertaken a pilot project over the last three years with three organisations looking at how integration of education might be achieved, and identifying issues. The project is now complete and the report will be available later in 2007. We will be rolling out a programme of support in this area over the next few years.**

The Scottish Arts Council recognises audience development as a planned and targeted management process which involves programming, education and marketing (underpinned by research and evaluation) working together to deliver an organisation's overall objectives.

Useful weblinks

Glasgow Grows Audiences – www.gga4arts.co.uk/

The Audience Business – www.tab.org.uk/

Hi-Arts – www.hi-arts.co.uk

The Scottish Arts Council website also has information on eg *Audience Development Strategy*, *Boost your Performance: Writing your Marketing Action Plan*, *Don't Panic: A Guide for Local Arts Promoters*
www.scottisharts.org./information

Education

Various education publications can be sourced from the Scottish Arts Council website such as: *Firing the Imagination* (how Scotland's arts organisations contribute to the delivery of the 3-18 curriculum), *National Youth Music Strategy* and *Creating Safety* (guidelines for child protection in the arts).

Other useful reading

A Stage Further by Imagineate
www.imagineate.org.uk/corporate/resources.php

Mission Unaccomplished by Mission, Models, Money
www.missionmodelsmoney.org.uk

Building Creative Capacities for the 21st Century by Unesco
<http://veerman.be/roadmap.pdf>

Providing the Best by Arts Council England
www.artscouncil.org.uk

Public Engagement

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS
	●	Understanding the audiences and/or participants	2.1 Audience information is used to inform overall planning and decision-making (eg in marketing, education, programming and general business planning).
	●	Marketing and communications	2.2 A long-term approach to marketing planning and implementation.
●	●	Engaging and developing audiences/participants	<p>2.3 The artistic programme (see 1.2 page 5) is designed to engage and develop audiences and/or participants successfully.</p> <p>2.4 Interpretative material/activity is provided to support the artistic programme.</p>

EVIDENCE REQUIRED	OPEN QUESTIONS
<p>Audience information is regularly collected and analysed on the number and composition of audiences in terms of geo-demographics (organisations to work towards by 2009) as set out in the Funding Agreement.</p>	<p>What is your target audience and why?</p> <p>Do you have information on potential audiences?</p>
<p>A written marketing plan outlining the organisation's marketing objectives, measurable targets and communications activity is included in the overall business plan.</p> <p>The plan is sufficiently resourced to achieve the organisation's stated marketing objectives and targets.</p>	<p>Are you using the right marketing mix for your target audience?</p>
<p>Quantitative data on audiences/participants is collected.</p> <p>Qualitative evaluation is undertaken with audiences/participants.</p>	<p>How do you gather information?</p> <p>Is the information you gather genuinely useful for you?</p>
<p>Education programmes and communications activity.</p>	<p>What do you and your audiences/participants think of the material?</p> <p>Is the material any good?</p>

Education

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS
	●	Integration of learning and education into the core business	2.5 A long-term, planned approach to education and learning is taken.
	●	Cultural Entitlements and support for learning and education	2.6 Capability to engage in discussion of Cultural Entitlements.

*13 Local Authorities have been awarded funding to undertake pilot projects

EVIDENCE REQUIRED

A written education and learning plan outlining the organisation's education and learning objectives, measurable targets, and education and learning activity as well as associated budgets, are included in the organisation's overall business plan.

Evaluation of the programme of work examines the extent to which objectives for learning and education are achieved, and is used to inform future planning.

OPEN QUESTIONS

How do you use the Artistic programme and focus to deliver a creative programme of learning?

Annual reporting on discussion and development of Cultural Entitlements,

eg: engagement of organisation in Pathfinder Project*

possible project development in targeting hard to reach/under-represented audiences

Have you explored opportunities to work collaboratively with other organisations to deliver Cultural Entitlements?

Have you identified a local audience that is hard to reach?



Governance, Management and Finance

We recognise that arts organisations vary in structure, ranging from charities that are companies limited by guarantee, to one-person operations or operational units functioning within other organisations. The following guidance terms may require that you translate and interpret accordingly

Governance is an overarching responsibility and lies within the remit of the management board, or company directors, or management committee or trustees – those who are the guardians of the organisation’s values and its reputation. This group of individuals is broadly accountable to all of the organisation’s stakeholders (staff, funders, regulators, audience etc), as well as for planning the forward direction of the organisation. This group discharges all of its responsibilities largely through conducting meetings, usually planned on an annual cycle, where information may be presented by senior staff for consideration, discussion and/or decisions.

Quality governance requires that the management board pay attention to the checks and balances of the organisation (such as quarterly management accounts and forecasts of income), as well as thinking creatively about plans for the future. It requires due diligence with regard to legal matters and compliance issues, resources, and finance.

Arts organisations are legally obliged to report to regulatory bodies such as the Office of the Scottish Charity Regulator (OSCR) and Companies House (lodging annual accounts and reports). We look to organisations to maintain good practice in all areas of finance, governance and management. We do not expect the majority of our funded organisations to exceed any statutory reporting requirements. However, for those organisations with income less than £90,000, we do require an accountant’s report.

The evidence required in this section is largely the same as that we request at present: board papers, management accounts, audited accounts, business plans, etc. Further evidence will be negotiated with lead officers, working with you to identify internal papers that you create that might support the aim of good management and governance, such as an HR plan.

A well-run organisation with a supportive and responsible board allows space for artistic vision and quality work to be realised. By challenging ourselves to improve what we do and how we do it, we will hopefully raise and improve the standards of artistic quality and success: the overarching aim of the Quality Framework.

The Scottish Arts Council expects management boards to have:

- access to professional financial advice
- demonstrable evidence of probity
(approval limits, risk register, financial scrutiny etc)
- active involvement in planning
- policies on reserves, pensions, equalities, etc.

Further information: *Care Diligence and Skill*, and *A Short Guide to Constitutions* can be found on the Scottish Arts Council website www.scottisharts.org.uk

The Scottish Arts Council expects organisations to pay artists at appropriate levels. We encourage you to consider experience, track record and the nature of the project when setting rates of pay. Further guidance on appropriate terms and conditions can be found on

www.musiciansunion.org

www.equity.org.uk

www.bectu.org.uk

Governance links

Good Governance – www.governancehub.org.uk

Treasury Green Book – <http://greenbook.treasury.gov.uk/>

Governance, Management and Finance

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS
	●	Board/management	3.1 All members of the board and the senior management team are responsible for Artistic, Audience, and where possible, Marketing and Education development, and are actively engaged in strategic planning and organisational review.
	●	Board	3.2 The board composition comprises an appropriate mix of skills and abilities to support the business of the organisation.
●	●	Board	3.3 The board plans and reviews financial performance regularly.
	●	Board	3.4 The organisation is committed to increasing income from non-public sources, including trading.
	●	Management and staffing	<p>3.5 Staff competence levels are maintained.</p> <p>3.6 Support to individual artists.</p> <p>3.7 Support to staff/board/volunteers etc.</p> <p>3.8 Staffing budgets are specified within the overall budget, and reviewed regularly.</p> <p>3.9 Remuneration packages and pension provisions are regularly reviewed within the context of staff experience and industry standards agreements.</p>

EVIDENCE REQUIRED	OPEN QUESTIONS
Schedule of meetings, agendas, plans, and minutes.	Does the board recognise the views of different stakeholders?
Open recruitment and renewal policy. Board development plan. Board membership. Annual Report.	Does the constitution contain information on how long board members remain in office? The % rotation in any 3 or 5 year period?
Annual budget, regular management accounts, audited annual accounts.	Is there an annual cycle of meetings scheduled?
Development/fundraising strategy and/or marketing strategy including trading, if appropriate, within business plan.	Who supports income generation?
HR plan and staff appraisal system.	Are staff motivated?
Artists within the organisation and other artists linked with the organisation are provided with opportunities for professional development, evidenced through interview/observation.	Is it hard or easy to source good opportunities for professional development?
Staff and volunteers have opportunities for continuous professional development, and there is a plan that corresponds with the organisation's vision and strategy.	Do staff and board members meet together occasionally?
Annual budget, board papers.	Are there any problems to be addressed and if so when?
Pay structures and pension strategy.	Are you meeting with industry standards for levels of pay? Do you regularly review your salary levels? Is a pension scheme available?

Compliance

Compliance with all relevant legislation and charities regulations (where appropriate) is expected. In particular, the obligations placed on directors by the various Companies Acts and Insolvency Acts must be adhered to

Summary guidance is outlined in our booklet *Care, Diligence and Skill* – www.scottisharts.org.uk/1/information/publications/1000877.aspx – but where directors are in any doubt about how to proceed in any situation, we recommend that you seek more specialist guidance from your professional advisors. You should also ensure that you do not commit or aid any act of discrimination rendered unlawful by equalities legislation.

Foundation Organisations are organisations with a distinctive and significantly unique role in relation to an artform, policy priority and/or place, funded by the Scottish Arts Council on a long-term basis (up to five years). There will be additional expectations on these organisations particularly in relation to quality and standards.

Organisations funded on a flexible basis – this allows for funding for the development and presentation of programmes of activity that are artistically driven; audience focused funding for the development and presentation of programmes that aim to maximise audience attendance; and funding for arts organisations which have a strategic role in the development of a key policy area or serve a particular community of interest.

The Scottish Arts Council, or any of its members, advisors or officers cannot in any way be held responsible for the affairs of your organisation.

Failure to comply with the legislative framework or to remain solvent will result in a reconsideration of any planned future funding.

Further links

Office of the Scottish Charities Regulator – www.oscr.org.uk

Companies House – www.companieshouse.gov.uk

Openness and accountability

For the purposes of the Freedom of Information (Scotland) Act 2002. The Scottish Arts Council is a Scottish public authority and any information held by us is potentially accessible by anyone making a Freedom of Information Request.

Further links

Scottish Information Commissioner – www.itspublicknowledge.co.uk

Timeline for Foundation Organisations

March 2007	Launch of QF and guidance
June 2007	Agree initial evidence base
June 2007	Publish evaluation and tracking of implementation of QF
September 2007	Online interactive QF and guidance resource launched
October/November 2007	Annual review meeting for all Foundation Organisations
December 2007	Conference, debate and international benchmarking of quality and its measurement in the arts
By February 2008	Documentation to begin negotiation of 2008/09 Funding Agreement
April 2008	Release of 2008/09 funding
May 2008	Annual review meeting with Scottish Arts Council

Timeline for organisations funded on a flexible basis

March 2007	Launch of QF and guidance
May 2007	Agree initial evidence base
June 2007	Publish evaluation and tracking of implementation of QF
September 2007	Online interactive QF and guidance resource launched Financial report/management accounts required
November 2007	Possible open multi-year funding application
December 2007	Conference, debate and international benchmarking of quality and its measurement in the arts
By February 2008	Documentation to release 2008/09 funding
April 2008	Release of 2008/09 funding
September 2008	Financial report/management accounts required



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