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Creative Scotland Annual Plan 2021/22

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Foreword

We are witness to a pandemic that is having a profound effect on all aspects of our lives. The world around us has fundamentally changed and there is no going 'back to normal'.

For the arts, screen and creative industries in Scotland, the impact is stark. The closure of venues and the cancellation of activity has resulted in a significant reduction in opportunities for cultural participation, whilst many artists, creative practitioners and businesses continue to face financial distress and significant uncertainty over their future. It is clear that recovery will take longer than anyone would wish.

However, the importance of the arts and creativity to our wellbeing, our communities, the economy, and to Scotland as a nation has been reinforced.

Alongside unprecedented levels of additional funding and support measures introduced over the last year, we have witnessed real collaboration, solidarity, and recognition of the value of the arts and creativity. People across the creative sector have come together, supporting each other and continuing to find ways to create and share new work, whilst in our homes many of us have rediscovered our creative interests and have

taken solace through the arts, whether watching television or films, listening to music, reading a book, painting, taking part in an online class, or watching a digital performance.

As society re-opens, Creative Scotland, including Screen Scotland, believes that the arts and creativity will play an increasingly important role in our lives and to Scotland's future. And whilst uncertainty remains, we look forward with a focus on how Creative Scotland can best support people and organisations working across the arts, screen and creative industries to make work of quality and ambition that enriches life in Scotland for everyone.

Whilst we will need to remain responsive across the year in the face of ongoing uncertainties and risks as recovery progresses, this Annual Plan provides a foundation for our work in 2021/22 and beyond. It outlines the context we are operating within and the need to continue to be adaptable, alongside our renewed priorities, programme of activity and commitment to working openly and collaboratively in addressing the many challenges and opportunities ahead.

Iain Munro
Chief Executive

Who we are

Creative Scotland, inclusive of Screen Scotland, is the national body which supports the arts, screen and creative industries across all parts of Scotland. We are a Non-Departmental Public Body, sponsored by Scottish Government and Scottish Ministers and we receive our funding from both the Scottish Government and the National Lottery.

Our remit is set out in Part 4 of the Public Services Reform (Scotland) Act 2010 which describes the general functions of Creative Scotland as:

1. Identifying, supporting and developing quality and excellence in the arts and culture from those engaged in artistic and other creative endeavours
2. Promoting understanding, appreciation and enjoyment of the arts and culture
3. Encouraging as many people as possible to access and participate in the arts and culture
4. Realising, as far as reasonably practicable to do so, the value and benefits (in particular, the national and international value and benefits) of the arts and culture
5. Encouraging and supporting artistic and other creative endeavours which contribute to an understanding of Scotland's national culture in its broad sense as a way of life
6. Promoting and supporting industries and other commercial activity, the primary focus of which is the application of creative skills.

We support the arts, screen and creative industries as a development organisation, a funder, an advocate, and as a public body 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.

We are also a staff team who are passionate about the arts, screen and creativity, using our extensive knowledge and experience, as well as funding, to support creative development across Scotland.

The Year in Context

The world around us is changing rapidly. We are living through a period of social, economic, technological, political and environmental change that will shape the everyday lives of people in Scotland and beyond forever.

This includes the fundamental changes which need to come in order to respond to the impact of COVID-19 and to address both the climate emergency and the unacceptable levels of inequality and discrimination that persist across society. With the effects of COVID-19 creating the very real threat that any progress will be slowed or even reversed, the need to think and act differently is clear.

For the arts, screen and creative industries in Scotland, such a context presents both challenges and opportunities. It poses immediate and lasting questions on how the sector adapts to shifts in how people will live their everyday lives and how they will engage in artistic and creative activity. Similarly, the COVID-19 pandemic has increased fragility within parts of the sector, with future uncertainty and pressure on public resources increasing the risk that persistent issues of sector sustainability and societal inequality will not be tackled.

The opportunities are, however, unprecedented. As we collectively seek to adapt and navigate our way through uncertainty and change, the fundamental importance of arts and culture to people and to Scotland's future is clear. Its unique ability to bring us together and to enhance our individual and collective wellbeing is more important now than ever, whilst the considerable and growing economic contribution of the arts, screen and creative industries further underlines their importance in establishing a robust, resilient, wellbeing economy for Scotland.

Creative Scotland will not address such opportunities and challenges in isolation but we will work openly and collaboratively and be positive and bold in our role as the national body for the arts, screen and creative industries.

In 2021/22, our focus will be on supporting both recovery and future renewal across the creative sector. This includes continuing to adapt our programmes of support, demonstrating understanding and offering flexibility as many incrementally rebuild their programmes, operations, and audiences. This sustained support and understanding will sit alongside our continued drive to grow participation in arts and creativity and to help build a more diverse, equitable, and sustainable sector for the future.

This won't be simple and will take time. We know there are many uncertainties and risks which we will have to work to address, including managing an increasing demand on our limited resources and pressures on our operational capacity. There is, however, a clear opportunity for us to use our influence as a national body and to prioritise the use of resources to help address immediate challenges, whilst promoting positive change for the future.

Strategic Framework

In responding to the context we are operating within, we have established a refreshed Strategic Framework to guide our work in 2021/22 and beyond. This Framework is aligned to our formal

What we want to see:

- People and organisations working in art and creativity are supported to make work of quality and ambition that enriches life in Scotland for everyone.
- More people from all parts of society access, participate in and value a range of artistic and creative activities.
- Art and creativity are recognised by people at home and abroad as a central part of our nation.

We will do this by:

- Ensuring that the funding we distribute from Scottish Government and the National Lottery delivers the widest possible public benefit across Scotland.
- Advocating for the arts and creativity, promoting policy and practice that enhance their growth.
- Using our skills, knowledge, and expertise to enable creative development.

remit and legislative duties, setting out our broader aims as well as our priorities for supporting future recovery and renewal of the arts, screen and creative industries across Scotland.

We will prioritise:

- Equalities, Diversity and Inclusion: Supporting a diverse range of creative people, communities, and activity, promoting an equality of opportunity to create, participate and engage.
- Sustainable Development: Helping tackle the climate emergency, and supporting the growth of sustainable creative businesses across Scotland.
- Fair Work: Promoting fair pay, conditions, and employment opportunities across the creative sector.
- International: Developing innovative and sustainable ways of strengthening international collaboration and promoting artistic and cultural exchange

We will commit to:

- Increasing the diversity of who receives and benefits from our support.
- Ensuring all our support contributes to fair pay, conditions, and employment opportunities.
- Significantly reducing the environmental impact of our work and those we support.
- Responding to local contexts, promoting artistic development and business sustainability across all parts of Scotland.
- Building on our existing support for international collaboration and artistic exchange.

Our Priorities

Equalities, Diversity and Inclusion

Supporting a diverse range of creative people, communities, and activity, promoting an equality of opportunity to create, participate and engage.

We want more people, from across all parts of society, to have opportunities to participate in a range of artistic and creative activities and to work in the arts, screen and creative industries.

Looking ahead, if the cultural life of Scotland, and the arts and creative sector itself, is to be sustained, refreshed, richer and more dynamic, then all of Scottish society needs to be represented. Although some progress has been made, it must be acknowledged that addressing past deficits alone is not enough and that people who remain on the margins must be equally valued and supported.

Equality, Diversity and Inclusion will be at the heart of what we, and those we fund, do in 2021/22 and beyond, and we are committed to increasing the diversity of who receives and benefits from our support.

Key Development Activity in 2021/22

- Continued delivery of EDI Action Plans by Regularly Funded Organisations
- EDI focused application and/or assessment criteria across open funds
- Delivery of the national Youth Music Initiative
- Continued support for the Platforms for Creative Excellence Programme
- Launch a third round of the Create:Inclusion Fund
- Further support for the pilot Artist Run Spaces in Scotland programme
- Programme support for the Culture Collective pilot
- Support to establish further Diversity Agent for Change posts across Scotland
- Continued support for TRC's RAD initiative, and GMAC's Little Pictures
- Piloting of the Screen Scotland BFI Diversity Standards
- Support for the Short Circuit film talent development initiative
- Supporting the work of Regional Screen Scotland, Film Hub Scotland, and Film Access Scotland
- Delivery of phase two of the Radical Childcare programme
- Facilitation of our Equalities, Diversity and Inclusion Advisory Group
- Continued rollout of the Audience Finder Tool
- Develop updated Equalities Outcomes for 2021 – 2025.

Sustainable Development

Helping tackle the climate emergency, and supporting the growth of sustainable creative businesses across Scotland.

In 2019 the Scottish Government declared a climate emergency and introduced legislation setting national targets to reduce emissions to net-zero by 2045 at the latest. It is a critical global issue which will have a major impact on how people engage in artistic and creative activity.

Arts and creativity can play a key role as we transition to a more sustainable society, and we will continue to advocate for this wider role while supporting the arts, screen and creative industries to adapt and to embed sustainable business and environmental practices. Scotland aims to develop a wellbeing economy and this can only be achieved if cultural value, social value and economic value are all treated as equal parts in our common objective for sustainable development.

This will be challenging yet is necessary, and we are committed to both significantly reducing the environmental impact of our work and supporting the sustainability of creative businesses across all parts of Scotland. There can be no economic sustainability without environmental sustainability.

Key Development Activity in 2021/22

- Completion of the research phase of our Cultural Business Development project
- Coordination of the Creative Digital Initiative
- Production of a comprehensive plan which sets out our path to net zero, and our role in supporting the arts, screen and creative industries to achieve net zero
- Delivery of the Crowdfunding Creativity Programme
- Further incorporating sustainability criteria across all of our funds
- Strengthening the monitoring and evaluation of all sustainability work and funded activities
- Hosting a Climate Emergency Summit in collaboration with the Royal Geographic Society
- Continued support for Creative Carbon Scotland
- Conduct a detailed examination of the extent of the screen sector in Scotland and its contribution to our national economy
- Develop a specific communications focus on culture and climate change, leading up to and following COP26
- Support the Climate Beacons national public engagement programme uniting cultural and environmental organisations
- Support the Climate Challenge: 1.5o Films project for COP26
- Identify and support the development of initiatives to facilitate the reduction of greenhouse gas emissions by screen productions.

Fair Work

Promoting fair pay, conditions, and employment opportunities across the creative sector.

The impact of COVID-19 caused immediate financial hardship for many and showed the inequality that exists within the arts, screen and creative industries. This includes the significant proportion of people who work on a freelance basis, where issues of comparatively low pay and uncertain employment conditions are common.

As the sector recovers, if opportunities and budgets remain restricted, there is an evident risk that should this inequity not be recognised and acted upon, the working terms and conditions of many could deteriorate yet further.

Creative Scotland wants to help ensure that the sectoral renewal is built upon applying the principles of Fair Work. By this we mean playing our role in helping to create the conditions for more meaningful and sustainable opportunities to work across, and progress through, the sector. This includes ensuring that every individual or organisation we fund provides terms and conditions which are demonstrably fair, whilst advocating for the importance of these principles being applied universally.

Key Development Activity in 2021/22

- Commissioning of Fair Work and Workforce Development Research to inform a detailed action plan
- Publishing of a Best Practice Guide to Recruitment, including entry routes and volunteering
- Supporting a guide to freelance working
- Strengthening Fair Work criteria across all our funding programmes
- Providing guidance and support to organisations to establish Fair Work statements
- Supporting all Regularly Funded Organisations to develop a Fair Work Statement
- Updating our Rates of Pay Guidance
- Development and delivery of a Screen Skills Strategy
- Support for the BECTU Vision Programme to support the skills development of film and television drama crews in Scotland
- Working with local partners to deliver the Visual Artists & Craft Makers Awards
- Continuing our support for Workforce Development Bursary programmes.

International

Developing innovative and sustainable ways of strengthening international collaboration and promoting artistic and cultural exchange.

Scotland has a long and proud history of artistic exchange and creative collaboration with nations across the world. In addition to showcasing our own creativity and diverse cultures, each year we embrace others and welcome huge numbers of visitors and artists and creative practitioners to Scotland.

Deepening international exchange and collaboration will remain a priority for Creative Scotland. As we support the arts, screen and creative industries to recover and renew for the future, its continued importance is clear - in increasing diversity, promoting creative development and experimentation, strengthening communities, boosting tourism and connecting Scotland to the world.

It is, however, evident that the impact of COVID-19 and the pressing need to address the climate emergency requires change. This is why we are committing to build on our existing support for international collaboration and artistic change with the recognition there is a need for us to work with partners to develop innovative and sustainable ways of doing so.

Key Development Activity in 2021/22

- Delivery of the Festivals Expo Fund
- Key partner and supporter of Scotland + Venice
- Support for Showcase Scotland Expo
- Delivery of the Stay See Share Fund
- Continued support for the Momentum International delegate programme
- Work collaboratively with Publishing Scotland to deliver Translation Fund
- Development of a Strategic Partnership with British Council
- Partnering in UK wide fund to support international collaboration
- Supporting international screen production via Screen Scotland's Screen Commission
- Working with the Scottish Documentary Institute, broadcasters and Scotland-based screen producers to enhance international co-production opportunities
- Partnering with other UK national bodies to pilot a new international fund
- Input into and support of the three strands of the Global Screen Fund
- Development of a programme of support for Scotland-based film and TV producers to engage with international markets
- Partner, with other Scottish public bodies, in the Scotland is Now international branding campaign, ensuring culture is represented as a key part of Scotland's international profile and reputation.

Organisation and Funding Developments

Scottish Government Emergency Funding

In 2020/21, Creative Scotland, including Screen Scotland, made approximately 12,000 awards totalling over £74 million in COVID-19 emergency funds. This included hardship funds for artists and freelancers, as well as delivering a range of programmes of support for organisations.

Whilst we do not anticipate a requirement to manage this volume of emergency funding in 2021/22, we are conscious that challenges remain and further support will be required. On this basis, we will ensure we are responsive and able to effectively and efficiently manage further emergency funding which becomes available from the Scottish Government during the year.

Funding Review

Across 2019/20, we undertook an extensive review of our funding models in order to inform our future approach. This included a significant programme of engagement across Scotland and resulted in a series of recommendations to be taken forward in 2020/21.

These findings and recommendations remain relevant, however, the impact of COVID-19 has caused a significant change in context which has required careful reconsideration. Whilst sensitive to this context, we remain committed to incrementally introduce a revised funding framework during 2021/22. This includes publishing a summary of the findings and recommendations from the Funding Review, as well as implementing changes to our funding for individuals and organisations. Screen Scotland will also revise its funding programmes to respond to sector developments.

Open Fund for Individuals

In responding to feedback from across the arts and creative sector, we are implementing changes to our Open Fund for Individuals. The fund will maintain its core purpose and criteria, however, it will have a number of key differences designed to

improve the experience for applicants and create more transparency in our decision making. These differences come in three main areas:

- An online application process which is simplified, staged and scaled to the level of funds being applied for
- A more straightforward approach to accepting applications in other formats for those with access needs
- A published list of specific priorities to increase transparency in the panel decision making process.

Funding for Organisations

We will continue our ongoing funding relationships with each of the 121 Regularly Funded Organisations and will maintain our Open Fund for Organisations. The activity supported through these funding routes is fundamental to delivering on our aims and priorities and we will be mindful of the continued impact of COVID-19 on each organisation and its programme of activity. This includes providing flexibility on changes to programmes and the use of resources.

In 2021/22, we will also begin the process of transitioning to a new funding model for organisations. This model is based on feedback received from our Funding Review and, whilst it will continue to provide options for multi-year funding, it will seek to make these more tailored to the distinct context of organisations.

Given the ongoing impact of COVID-19 and pressure on our capacity and the sector, we propose this transition will take place across 2021/22 and 2022/23, with the new model being implemented from the beginning of 2023/24. This means that 2022/23 will be a transition year and, subject to budget approval, we plan to offer a further year of support to Regularly Funded Organisations in 2022/23.

Over the summer months, we will share further information on the proposed approach to support organisations, working towards confirming details on the process by October 2021.

Digital Transformation

The period of the COVID-19 pandemic accelerated our digital transformation work as we moved all our staff to homeworking and transferred our service delivery more online. As a key strand of our ongoing organisational development, we will continue a programme of digital transformation to improve how we work to deliver our funding and to maintain our relationships. This includes the introduction of clear and accessible online application and monitoring tools, underpinned by a revised CRM system. We also plan to review and refresh our website and opportunities pages in 2021/22 as a key platform for communication, and sources of information on our work and those we support.

A new approach to advocacy

We will launch a major new communications campaign advocating on behalf of Scotland's art and creativity.

The aim of the campaign is to increase understanding and appreciation of the value of art and creativity in all our lives (making more people care) and to increase participation in artistic and creative activity across society, particularly amongst people who do not currently participate or are excluded.

We will use stories and data to communicate the cultural, social and economic value of arts and creativity with a call to action for people to participate (such as watching movies, reading books, listening to music); attend cultural events (like art galleries, cinemas, the theatre, festivals); or get creative (such as getting involved at the local arts centre, playing music, learning a new creative skill).

The initial platform for the campaign will be a stand-alone website, content, and accompanying communications activity, which will present the evidence, the case studies and the stories that make the case for the value of art and creativity to us all.

Screen Scotland

Screen Scotland will revise the criteria for the Film Development and Production Fund to increase the range of funding opportunities for the development and production of feature films from Scotland. The Screen Scotland Skills Strategy will be launched, and additional funding will be focused on the development of skills across film and television development and production for scripted and unscripted genres.

In 2021/22, as part of our efforts to foster sector development partnerships, we will renew our Memorandum of Understanding with the BBC and develop to agree a similar agreement with Channel 4.

Screen Scotland will also work with Glasgow City Council to ensure that the Scottish Government's investment in the redevelopment of Kelvin Hall delivers inclusive talent, business and skills development opportunities for Scotland-based screen practitioners. Further studio development opportunities will be explored alongside sector partners.

We will continue to advocate for and support the development of film education within schools, including teacher professional development, provision of teaching resources, and improved qualification provision in the senior phase in secondary. We will encourage funded productions to contribute to film education.

A new Audience Development strategy is being developed throughout 2021/22 in consultation with key stakeholders which will lay out new and updated priorities and outcomes for increasing the reach and impact of screen culture in Scotland. It will review and update existing programmes of support including the Film Festivals Fund and Distribution and Exhibition Fund.

Across the year, we will continue to support Scotland-based producers and production companies to develop and improve engagement with international markets, finance and partners.

Gaelic Language

In 2021/22, we will work with Bòrd na Gàidhlig, the Gaelic arts sector and those with an interest in culture and Gaelic, to undertake a comprehensive review of our support for Gaelic language through both our operations and through our funding. This review will inform the next iteration of our Gaelic Language Plan 2022-27 which will be open for consultation in early 2022 with a view to being published later that year.

Summary Budget 2021/22

The following table shows the budget for Creative Scotland (CS) for the financial year 2021/22, funded by grant-in-aid from the Scottish Government and the Creative Scotland National Lottery Distribution Fund (CS NLDF).

Overall, Creative Scotland plans to spend a total of £95.2 million in 2021/22, comprising total income of £89.3 million and a drawdown from CS NLDF reserves of £5.9 million.

This budget does not include any additional COVID-19 emergency support funds which we may receive during 2021/22. On this basis, we anticipate our overall spend will be greater and this will be recorded in both our Annual Report and Accounts, and Annual Review for 2021/22.

Income

	CS (£)	CS NLDF (£)	Total (£)
Grant-in-aid from the Scottish Government	56,882,000	-	56,882,000
UK National Lottery proceeds	-	30,500,000	30,500,000
Project income from third parties	1,020,000	200,000	1,220,000
Other income	349,000	300,000	649,000
Total Income	58,251,000	31,000,000	89,251,000

Grant expenditure

	CS (£)	CS NLDF (£)	Total (£)
Regular Funded Organisations	30,775,000	3,100,000	33,875,000
Open and Touring Funds	-	14,400,000	14,400,000
Arts and Engagement targeted	12,800,000	2,085,000	14,885,000
Screen Scotland	7,270,000	9,209,000	16,479,000
Creative Industries targeted	300,000	1,981,000	2,281,000
Strategy targeted	-	1,864,000	1,864,000
Other targeted	75,000	(5,000)	70,000
Total grant expenditure	51,220,000	32,634,000	83,854,000

Operating Costs

	CS (£)	CS NLDF (£)	Total (£)
HR	100,000	66,000	166,000
Office Services	65,000	43,000	109,000
Finance & Funding	676,000	393,000	1,069,000
ICT & Digital Transformation	430,000	286,000	716,000
Communications	284,000	189,000	473,000
Knowledge & Research	340,000	50,000	390,000
Salaries	4,597,000	3,065,000	7,662,000
Central costs	246,000	172,000	418,000
Other costs	295,000	-	295,000
Total operating costs	7,031,000	4,265,000	11,296,000
Total Expenditure	58,251,000	36,899,000	95,150,000
Deficit/(Surplus)	0	5,899,000	5,899,000

Note: The CS NLDF budget shows a planned deficit of £5.9m and is being funded from reserves which have been assessed as sufficient to accommodate this level of expenditure.

April 2021 – March 2022: Regularly Funded Organisations

Organisation	Year 4 award (£)	Organisation	Year 4 award (£)
21CC (21 Common)	81,991	Deveron Projects	110,000
A Play, A Pie and A Pint (Glasgow Lunchtime Theatres)	150,000	Drake Music Scotland	126,667
Aberdeen Performing Arts	333,333	Dundee Contemporary Arts	666,667
Alchemy Film and Arts	116,154	Dundee Repertory Theatre	1,981,670
An Lanntair	403,333	Dunedin Consort	100,000
Arika	200,000	Eden Court Theatre and Cinema	500,000
Arts and Business Scotland	200,000	Edinburgh Art Festival	100,000
ATLAS Arts	150,000	Edinburgh International Book Festival	306,500
Barrowland Ballet	201,615	Edinburgh International Festival Society	2,317,333
Beacon Arts Centre	200,000	Edinburgh Printmakers	160,000
Birds of Paradise Theatre Company	150,000	Edinburgh Sculpture Workshop	233,333
Bodysurf Scotland	195,426	Enterprise Music Scotland	225,000
Catherine Wheels Theatre Company	213,750	Federation of Scottish Theatre	265,000
CCA: Centre for Contemporary Arts	640,000	Fèis Rois	230,000
Celtic Connections Festival	183,333	Fèisean nan Gàidheal	466,667
Centre for the Moving Image	1,066,667	Fife Contemporary	105,000
Citizens Theatre	1,111,000	Fruitmarket Gallery	666,667
Citymoves Dance Agency	100,000	Gaelic Books Council	206,667
Collective	283,333	Glasgow Film	633,333
Comar	416,667	Glasgow International	100,000
Common Guild	180,000	Glasgow Print Studios	160,000
Conflux Scotland	150,000	Glasgow Sculpture Studios	176,667
Cove Park	133,000	Glasgow Women's Library	119,989
Craft Scotland	333,333	Grid Iron Theatre Company	224,400
Creative Carbon Scotland	150,000	Hands Up for Trad	133,333
Creative Dundee	110,677	Highland Print Studio	100,000
Creative Edinburgh	94,667	Horsecross Arts	533,333
Cryptic	283,333	Hospitalfield Trust	100,000
Cumbernauld Theatre Trust	266,667	Imaginate	365,000
Curious Seed	132,318	Indepen-dance	115,333
Dance Base	408,333	Luminate	100,000
		Lung Ha Theatre Company	146,818

Organisation	Year 4 award (£)	Organisation	Year 4 award (£)
Lyra	100,000	Scottish Sculpture Workshop	195,000
Macrobert Arts Centre	316,667	Shetland Arts Development Agency	250,000
Magnetic North Theatre Productions	100,000	Solar Bear	200,000
Moniack Mhor Writers' Centre	135,000	St Magnus International Festival	166,667
National Piping Centre	150,000	Starcatchers Production	100,000
National Youth Choir of Scotland	200,000	Stellar Quines Theatre Company	176,000
National Youth Orchestras of Scotland (NYOS)	216,667	Stills: Centre for Photography	147,000
NEoN (North East of North)	90,333	Stove Network Limited	100,000
North East Arts Touring	83,333	Street Level Photoworks (Glasgow Photography Group)	147,000
North Lands Creative Glass	216,667	Taigh Chearsabhair Trust	101,667
Panel	90,195	The Barn	133,333
Paragon Ensemble	105,000	Theatre Gu Leòr	140,000
Peacock Visual Arts	256,667	Timespan	95,000
Pier Arts Centre	266,667	Tinderbox Collective	100,000
Pitlochry Festival Theatre	425,000	Toonspeak Young People's Theatre	60,000
Platform (Glasgow East Arts Co)	127,000	Touring Network (Highlands & Islands)	120,000
Playwrights Studio, Scotland	191,935	Traditional Arts and Culture Scotland	313,333
Project Ability	143,333	Tramway	350,000
Publishing Scotland	307,833	Travelling Gallery	126,667
Puppet Animation Scotland	183,667	Traverse Theatre	866,667
Red Note Ensemble	215,000	Tron Theatre	846,683
Regional Screen Scotland	206,783	Vanishing Point Theatre Company	283,333
Royal Lyceum Theatre Company	1,210,000	Visible Fictions	220,000
Scottish Book Trust	859,931	Voluntary Arts Scotland	130,000
Scottish Contemporary Art Network (SCAN)	129,000	Wigtown Festival Company	86,000
Scottish Ensemble	333,333	Work Room	155,000
Scottish Music Centre	190,000	Y Dance (Scottish Youth Dance)	183,333
Scottish Music Industry Association	166,667	Youth Theatre Arts Scotland	133,333
Scottish National Jazz Orchestra	216,667		
Scottish Poetry Library	300,833		
		Total	33,874,502

Monitoring our Performance

Creative Scotland's annual planning and reporting cycle helps us to continuously improve and to report transparently. We report our performance against our Strategic Framework through the Annual Review of Performance. In the first half of 2021/22, we will collate all performance information for 2020/21 to support publishing the Annual Review of Performance in December this year.

Reporting annually on our performance enables us to identify any particular successes or issues, and to set future targets through discussion with our Board and the Scottish Government.

As part of this work, we monitor a range of measures that help us to understand our own work and the health of the arts, screen and creative industries in Scotland. In 2021-22 we will revise these measures in line with our refreshed Strategic Framework, including developing a new Monitoring and Evaluation Framework and updated Key

Performance Indicators (KPIs) to better articulate and evidence the outcomes of the work we fund. Our current Digital Transformation programme is migrating much of our data collection online and offers the opportunity to be more targeted in the data we require from those we fund and how we report it. We will begin to report against this revised framework in the financial year 2022-23.

In this transition year we will continue to monitor our performance against the following 26 KPIs and to present historical data where appropriate in order to identify change from previous years. This will be done with a full understanding of, and sensitivity to, the challenges and uncertainties ahead this year. This includes recognising that as the sector recovers, increases in activity or growth in participation or audience levels from previous years is unlikely to be feasible for many across the arts, screen and creative industries.

Key Performance Indicators

Indicator	Measure	Source	Baseline
1. Maintain the breadth of organisations supported through Creative Scotland Regular Funding	The count of organisations in receipt of Creative Scotland Regular Funding and value of funding by type of organisation, core activity, primary art form and geographic location	Creative Scotland funding operations data	121 Organisations received multi-year Regular Funding for the period 2018-2021. These RFOs covered a geographic spread of 21 Local Authorities and cover all art form areas.
2. Extend the breadth of artistic and creative work by individuals and organisations supported through Creative Scotland Targeted and Open Project Funding	The range and type of work by organisations and individual practitioners in receipt of Creative Scotland Targeted and Open Project Funding and value of funding by core activity, primary art form and geographic location	Creative Scotland funding operations data	<p>In 2019/20, we made 447 awards through Open Project funding to the value of £8.8m.</p> <p>In 2019/20, we made 755 awards through targeted funding to the value of £34.8m. In 2018/19, we made 649 awards to the value of £33.7m.</p> <p>Targeted awards were made across all 32 Local Authority areas.</p>
3. Increase in number of events supported through Creative Scotland funding	The count of performances, exhibitions, screenings and publications delivered through Creative Scotland funding	Creative Scotland annual returns and project monitoring forms	Organisations in receipt of Regular Funding reported they delivered 43,944 public events in 2019/20.
4. Contribute to maintaining high level of adult cultural engagement across the breadth of Scotland through our funded work.	The % of adults engaging in arts and culture across Scotland by type of cultural activity and frequency of participation	Scottish Household Survey (SHS) Annual Report	90% of adults engaged in culture in 2019. This is defined as those adults who have either participated in a cultural activity or who have attended at least one type of cultural event or place in the previous 12 months.

Indicator	Measure	Source	Baseline
5. Contribute to increasing children's cultural engagement across the breadth of Scotland through our funded work	The % of children engaging in arts and culture across Scotland by type of cultural activity	Scottish Household Survey (SHS) Annual Report	The 2019 SHS found that 92% of 16 to 24 year olds had attended or visited a cultural event or place.
6. 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 broken down by postcode, art form and areas of deprivation	In 2019/20, we made 21 awards through our Open Project and Targeted Funding programmes with a focus on digital exhibition, distribution or participation, to the value of £848k.
7. Increase in the amount of arts touring and distribution across Scotland	The count and value of Creative Scotland funded activities with a focus on distribution, touring and festivals	Creative Scotland funding operations data broken down by post code, art form and areas of deprivation	In 2019/20, RFOs toured into 625 venues across Scotland and the wider UK. In 2019/20 Creative Scotland made 111 awards through Open Project and Targeted funding to help facilitate touring, with a total award of £5.2m.
8. Broader spread of Creative Scotland funding by geographic location	The count and value of Creative Scotland funding awards including supporting new or enhanced cultural infrastructure	Creative Scotland funding operations data	In 2019/20 RFOs were based in 21 of Scotland's 32 Local Authority areas. In 2019/20 Open Project and Targeted funding was awarded to recipients in all of Scotland's 32 Local Authority areas. In 2019/20, we supported 14 Place Partnerships across Scotland. In 2018/19, we also supported 14 Place Partnerships.
9. Increased range of partnership income leveraged through Creative Scotland funding, across Scotland	Value and range of partnership funding secured through Creative Scotland funding across Scotland broken out by Local Authority areas	Creative Scotland funding operations data	In 2019/20 successful applicants to Open Project and Targeted funding indicated a total of £135m in partnership funding.

Indicator	Measure	Source	Baseline
10. Improved public perceptions of national and local creativity	% difference between agreement that 'Scotland is a creative nation' and % agreement that 'my local area is a creative place'	Creative Scotland omnibus survey	In 2019, 84% of survey respondents felt Scotland was a creative nation.
11. Improved public perception of the value of local cultural offer	% agreeing that people in my local area would lose something of value if the area lost its arts and cultural activities	Creative Scotland omnibus survey	In 2019, 66% of survey respondents agreed that people in their local area would lose something of value if the area lost its arts and cultural activities.
12. Maintain the breadth of organisations taking a leadership role in their sector and/or locality	The count of organisations in receipt of Creative Scotland Regular Funding that provide a leadership role in their sector or locality	Creative Scotland funding operations data including funding agreements	Of the 121 RFOs, 76 actively take a leadership role in their sector and 69 play a key leadership role in their locality.
13. Increase in the number of professional development opportunities through Creative Scotland funding	The count and value of leadership training opportunities, professional development, work placements, apprenticeships or internships supported by Creative Scotland funding	Creative Scotland funding operations data, annual returns and end of project monitoring	In 2019/20 Creative Scotland made 48 awards through Open Project Funding to support leadership training opportunities, professional development and work placements, to the value of £958k. A further 148 awards were made through Targeted routes to support professional development, to the value of £5.4m.
14. Improve youth employment opportunities in Creative Scotland funded organisations	The count of young people employed by Creative Scotland funded organisations through youth employment initiatives and type of employment	Creative Scotland funding operations data, annual returns and end of project monitoring	In 2019/20 RFOs collectively employed more than 285 young people through youth employment initiatives.

Indicator	Measure	Source	Baseline
15. Broaden range of income streams across the sector	The count, value and type of income streams of Regularly Funded Organisations, including earned income and voluntary giving	Creative Scotland funding operations data and annual returns	RFOs drew on a range of additional income sources in 2019/20, to a total of £109.9m. This included £15.9m in donations, gifts and legacies and £11.1m from Trusts and Foundations. Organisations reported a total of £39.4m in earned income.
16. Improve the quality and impact of international engagement opportunities through Creative Scotland funding	The count and value of Creative Scotland funding awards with a focus on international exchange and creative development	Creative Scotland funding operations data	In 2019/20, we made 162 awards enabling international exchange with a total value of £3.2m.
17. Increase in the amount of international touring across Scotland through Creative Scotland funding	The count, value and geographic spread of individuals and organisations in receipt of Creative Scotland funding to showcase international work in Scotland	Creative Scotland funding operations data including annual returns	In 2019/20 we made 37 awards that specifically supported the showcasing of international work in Scotland, to the value of £1.4m.
18. Increase in the % of positive international perceptions of Scotland's culture	% of positive perceptions of Scotland's nation brand across six areas of national competence, characteristics and assets (exports, investment, tourism, governance, people and culture).	The Anholt-GFK Roper Nations Brand Index. The Index is based on yearly interviews with approx. 1,000 adults who are internet users in each of the 20 panel countries.	Scotland's overall 2018 score was 62.7, ranking 16th on the NBI. The Contemporary Culture score remained at 4.6 in 2018, as it was in 2016, ranking Scotland 17th for Contemporary Culture. The most recent data is from 2018.
19. Increased applicant satisfaction	% of surveyed funding applicants reporting positive interaction with Creative Scotland	Creative Scotland Applicant survey	In 2019, the number of respondents satisfied with communications with Creative Scotland was 87%. Those rating the application process as good, very good or excellent was 72%.

Indicator	Measure	Source	Baseline
20. Maintain applicant satisfaction with Creative Scotland website	% of surveyed funding applicants reporting all aspects of website as good or excellent	Creative Scotland Applicant survey	In 2019, the percentage of respondents rating the Creative Scotland website as good, very good or excellent was 84%.
21. Minimum of 90% of funding applications processed within published timeframe	% of applications processed within agreed timeframe	Creative Scotland operational funding data	Overall, 99% of applications to the Open Project Fund were processed within the specified time frame in 2019/20.
22. Minimum of 90% of initial payments to successful funding applicants made within published timeframe	% of initial award payments made within 10 working days of exchange of contracts	Creative Scotland operational finance data	98% of award payments in 2019/20 were made within 10 working days of the exchange of contracts.
23. Minimum of 90% of invoices paid within published timeframe	% of valid invoices paid within 10 working days	Creative Scotland operational finance data	In 2019/20, 81% of valid invoices were paid within 10 working days.
24. Increase the range of funding for the arts, screen and creative industries leveraged through Creative Scotland strategic partnerships	Value and source of additional funding opportunities in the arts, screen and creative industries sectors established as a result of Creative Scotland partnerships	Creative Scotland operational funding data	In 2019/20 our strategic partnerships secured £2.9m of leveraged funding.
25. Maintain high level of applicant satisfaction and resolution levels of enquiries	% of satisfaction with enquiries service	Creative Scotland Applicant Survey	In 2019/20, The number of respondents rating responsiveness to enquiries and requests as good, very good, or excellent was 87%, compared to 76% in 2018/19.
26. Improve level of staff engagement and satisfaction	% of staff agreeing that Creative Scotland is a good place to work	Creative Scotland staff survey	Our 2017 staff survey, the latest commissioned, found that 60% of staff would recommend Creative Scotland as a good place to work.



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Please note: due to COVID-19,
Creative Scotland staff have been
working from home since March
2020. This has affected our phone
services and we ask that at this time,
for any enquiries please contact us
by email in the first instance via
enquiries@creativescotland.com

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