



**SCREEN SCOTLAND  
SGRÌN ALBA**

ALBA | CHRUTHACHAIL

# Creative Scotland Annual Plan 2024/25



A' TOIRT SEACHAD MAOIN BHO  
AWARDING FUNDS FROM  
**THE NATIONAL LOTTERY®**



ALBA | CHRUTHACHAIL

© 2024 Creative Scotland

No part of this publication may be reproduced in any format without prior written permission of Creative Scotland.

### Accessible Formats

Creative Scotland is committed to offering clear and accessible processes and publications for everyone. On request, this information can be made available in alternative formats, including translations.

For more information, please contact our Enquiries Service: [enquiries@creativescotland.com](mailto:enquiries@creativescotland.com)

If you are a d/Deaf user, you can access our services with Contact Scotland. Please visit: [www.contactscotland-bsl.org](http://www.contactscotland-bsl.org)

This document is produced in electronic form by Creative Scotland – please consider the environment and do not print unless you really need to.

Your feedback is important to us. Let us know what you think of this publication by emailing [feedback@creativescotland.com](mailto:feedback@creativescotland.com)



---

# Contents

---

**2**

Introduction

---

**4**

Who we are

---

**5**

Strategic Framework

---

**6**

Our Priorities

---

**11**

Organisation and Funding Developments

---

**16**

Summary Budget  
2024/25

---

**17**

Monitoring our Performance

---

**18**

Performance Management  
Framework

---

**21**

Appendix 1  
Creative Scotland Regularly  
Funded Organisations 2024/25

---

# Introduction

Creative and cultural activity continues to provide remarkable benefits for the people of Scotland, offering meaning, inspiration and collective experience in difficult times. This impact extends into all areas of our society, benefiting health and wellbeing, defining and enhancing communities, and contributing significantly to our economy.

The context that the creative and cultural sector works in remains challenging, with ongoing long-term financial pressures, increased demands on resources and audience numbers that have yet to return to pre-COVID levels. Contraction in other parts of the funding landscape, including philanthropic giving, adds to this concern.

In 2023/24 Creative Scotland's budget was reduced by £6.6m, requiring us to use National Lottery reserves to ensure we could fulfil commitments to those we fund. We welcome the Scottish Government's announcement that they will restore this and maintain our historic levels of funding for 2024/25. This returns our budget for this year to the level of resource we had available previously. We recognise, however, that this standstill position is a real terms cut for those that we fund on a regular basis and places further pressure on our Open Funds, which are already experiencing unprecedented levels of demand.

We further welcome recent announcements by the Scottish Government of increased levels of funding for future years, namely an aim to increase arts and culture investment in 2025/26 by at least £25M, and a statement of intent to raise the overall annual culture budget baseline by £100m per year

by 2028/29. This investment has the potential to liberate a sector focused on keeping the show on the road and unlock even more cultural, social and economic benefits for all of Scotland.

In this year we will conclude the Multi-Year Funding Programme, which will offer successful organisations secure funding for the period 2025-28. In March, we announced that 285 organisations will progress to Stage Two of the application process, and we will announce the final outcome in Autumn 2024. We have allocated National Lottery reserves to provide transition support for those organisations we currently Regularly Fund that are unsuccessful in their applications for Multi-Year Funding.

In response to high levels of demand on our Open Funds, we will provide an additional £3m, and have committed to revising these funds for introduction in April 2025. Across all of our funds, we will continue to embed our Strategic Priorities of Equalities, Diversity and Inclusion (EDI), Sustainability, Fair Work and International.

2024/25 will be the first year of working to deliver the Screen Scotland Strategy published in March, which sets out our ambitions for the screen sector to 2030/31. Recognising Screen's significant economic impact - detailed in the latest Economic Value Report - and inflationary pressures on the production sector, we have allocated an additional £1m of targeted funding to Screen Scotland's production funds.

Our development activity for 2024/25 will aim to sustain the work of organisations and individuals in the sector but also help them to innovate and pursue new ways of working. We will enhance our commitments to widening inclusion and addressing the Climate Emergency through dedicated funds to support the sector's work in these areas, and continue to support key festival, touring and showcasing activity across artform specialisms. A further phase of the Culture Collective programme will support participatory practice in communities across Scotland.

Creative Scotland will further develop plans in response to the Fair Work First agenda and our international priority, following the publication of the Scottish Government's International Cultural Strategy. As highlighted in the recently refreshed Culture Strategy Action Plan, we will also begin work with the sector to develop a new National Youth Arts Strategy.

This Plan sets out key activity for 2024/25 in more detail. Throughout this year we will continue to use our resources to support artists, creative practitioners and organisations where they will achieve the most impact, and to advocate for the value and importance of the work they produce.



**Iain Munro**  
Chief Executive

# Who we are

Creative Scotland supports the cultural and creative sectors across all parts of Scotland. As a Non-Departmental Public Body, we are sponsored by Scottish Government and Scottish Ministers, with funding from both the Scottish Government and the UK National Lottery. Screen Scotland is part of Creative Scotland and drives development of all aspects of Scotland's film and TV industry.

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 culture, creativity and screen in Scotland 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 support culture and creativity in Scotland 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 a staff team who are passionate about culture and creativity, using our extensive knowledge and experience, as well as funding, to help create the conditions for creative development across Scotland to thrive. In 2021 we established a refreshed **Strategic Framework** to guide our work. This Framework is aligned to our formal 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.

# Strategic Framework

In 2021 we established a refreshed **Strategic Framework** to guide our work. This Framework is aligned to our formal remit and legislative duties, setting out our broader aims as well as our priorities for supporting culture and creativity across Scotland and the public benefit they deliver.

## What we want to see:

- People and organisations working in art and creativity 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 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.

## 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.

Since Screen Scotland's formation in 2018 we have been working towards building a centre of gravity for film and TV in Scotland. In March 2024, Screen Scotland published a new **Strategy setting out our aims to 2030/31**. The Strategy sets our overarching plans and priorities for the continued economic and creative growth of Scotland's film and TV sectors across the next six years. Screen Scotland's strategy seeks to further develop Scotland as a centre of global production, and a nation with its own vibrant, confident film and screen culture.

---

# Our Priorities

Creative Scotland's four Strategic Priorities guide our work, including the decisions we make on funding awards through our Funding Criteria. We recognise that the Priorities do not exist in isolation, and that each informs and interacts with the others. In our development work we seek to achieve a balance of activity across these areas and understand where there are synergies and tensions, for example in considering the balance between international and environmental impacts.

---

## Creative Scotland's Strategic Priorities are:

---

1. Equalities, Diversity and Inclusion
2. Sustainable Development
3. Fair Work
4. International



# Equalities, Diversity and Inclusion (EDI)

**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, made richer and more dynamic, then all 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.

Equalities, Diversity and Inclusion (EDI) will continue to be at the heart of what Creative Scotland and those we fund do in 2024/25, and we are committed to increasing the diversity of who receives and benefits from our support.

## Key Development Activity in 2024/25

### We will:

- Facilitate the work of our EDI Advisory Group, having refreshed membership in 2023/24
- Work with the sector to respond to the Scottish Government's commitment to scope a new National Youth Arts Strategy, embedding children and young people's rights under the United Nations Convention on the Rights of the Child (UNCRC)
- Deliver an enhanced funding programme focused on supporting activity and communities that are less able to access mainstream funding routes
- Introduce a Care Experienced Young People Film Programme and Experimental Deaf Filmmaker Programme

- Deliver the national Youth Music Initiative programme, including the YMI Formula Fund, Access and Strengthening Funds and strategic sector support
- Support the Scottish Alternative Music Awards (SAMAs) to produce the *PITCH* conference, mentoring and offering peer support for the Hip Hop and Grime sectors
- Support the delivery of the Gathered Together Festival of inclusive dance, led by Indepen-dance
- Support development of Gaelic Arts through the second iteration of *Buain*, an event celebrating and supporting those working in Gaelic Arts.

### Working with our partners, we will:

- Develop our approach to Arts and Mental Health, as part of our strategic partnership programme with the Baring Foundation and Mental Health Foundation
- Diversify the Youth Music Initiative into wider art forms, working with YouthLink to offer a small grants fund for sector activity in Scotland
- Enable Scottish participation in the UK-wide Unlimited programme providing additional opportunities to disabled artists and disabled-led work
- Undertake the next phase of development and implementation of All In, the UK Access Card, in collaboration with the UK Arts Councils group
- Support the Mutual Affinities network of refugee and asylum-seeking artists and practitioners in response to New Scots Integration Strategy
- Support the Scriever Scots language residency opportunity, working in partnership with the National Library of Scotland
- Deliver Tasgadh small grants for Traditional Arts and Maoin nan Ealan Gàidhlig, the Gaelic Arts Fund, through our partners Fèisean nan Gàidheal.

# 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. This critical global issue will have a major impact on how people engage in artistic and creative activity.

Culture 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 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 2024/25

### We will:

- Deliver a pathfinder project to support more effective transport emissions tracking and planning in creative and cultural organisations
- Support Scotland's independent creative area networks and sector development organisations to develop new models of working
- Undertake further development work to evolve Creative Scotland's policies on carbon Insetting and Offsetting
- Continue Jazz sector engagement to explore new ways of working in the post COVID-era environment

- Support independent Scottish films to reach local audiences through our Distribution Fund and film and TV producers to find international partners and financing through in-house advice and our Markets and Festivals Attendance Fund
- Support time-limited interventions for the development of practice in Craft, Design and Digital culture
- Support the theatre and dance sector to complete a third phase of development work to establish a formal theatre for young audiences (TYA) network.

### Working with our partners, we will:

- Enable Creative Carbon Scotland to help the cultural and creative sectors plan and deliver against environmental targets
- Continue to implement the Design for Scotland project, working with V&A Dundee to help create an integrated design vision for Scotland
- Deliver Phase 1 of commissioned research to map the net zero readiness of physical infrastructure in Scotland's creative and cultural sector, working with the Scottish Futures Trust and Collective Architecture
- Support the Regional Artist Support scheme delivered by Dance North to build the resilience of the rural contemporary dance sector in Moray, the Highlands and the Western Isles
- Identify and amplify practice that demonstrates effective action in waste management and carbon reduction through Arts Resource Management Scotland
- Support the National Lottery Awards for All programme delivered in partnership with the National Lottery Community Fund and sportscotland
- Inaugurate *Policy Matters*, a day-long event supported by Ofcom, which will invite key industry stakeholders to debate and learn how policy impacts the film and TV sectors
- Review our crowdfunding activity, drawing on learning from pilot national and international initiatives.

# 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 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 2024/25

### We will:

- Publish our Creative Scotland Fair Work Plan for delivering against the Scottish Government's Fair Work First agenda
- Further strengthen Fair Work criteria and monitoring across all our funds, in line with Bute House Agreement requirements on Fair Work in public funds
- Deliver Phase 2 of the Culture Collective programme, participatory arts projects shaped by local communities alongside artists and creative organisations across Scotland

- Continue our work to develop resources to support HR Best Practice for micro businesses in the creative and cultural sectors
- Deliver the Visual Artist and Craft Maker Awards (VACMA), a devolved programme of small grants and bursaries across Scotland
- Begin the implementation of actions to support the freelance creative workforce in Scotland in line with the Creative Industries Policy and Evidence Centre Good Work Review
- Support Screen NETS, the Outlander Training Programme, TRC's RAD and RESET (VFX and animation programme), and The River City Academy to deliver a range of placement-based training opportunities.

### Working with our partners, we will:

- Complete a pilot research project to deliver a Salary Benchmarking Guide for key sector roles, working with a group of sector organisations (Fair Work Working Group)
- Work with our sector skills partners to offer leadership Development opportunities for emerging and senior leaders in the sector
- Work with Education Scotland, the SQA and Scottish Government to deliver a curriculum for formal Film and Screen Education through targeted engagement and support in schools across the country
- Support the delivery of the Scottish Hip Hop Bursary, small awards for individuals and collectives working in Hip Hop, through our partners Sunny G Radio, UP2STNDRD and 644 Studios
- Support emerging talent development in the screen sector through the Bridging the Gap programme from the Scottish Documentary Institute, the BFI Network/Sharp Shorts and GMAC's Little Pictures
- Support writer development through the Gavin Wallace Fellowship and Jerwood Arts Poetry Fellowship
- Work as a BFI Skills Cluster to deliver a further instalment of our MG Alba/Highland Training Programme to improve opportunities in the Highlands and Na h-Eileanan Siar, and in Gaelic-medium production across Scotland.

# 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 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 2024/25

### We will:

- Further develop our policy framework for international engagement, in response to the Scottish Government's International Cultural Strategy
- Work with the Scottish Government international hubs to maximise opportunities for Scotland's creative and cultural sector
- Build targeted engagement work with Arts Councils in the Nordic region and Baltic states to enable collaboration and exchange
- Engage with colleagues working in arts and cultural education throughout Europe, through participation in ACEnet's Board and network meetings

- Enable Scottish screen producers to attend key markets via our Market and Festival Attendance Fund, pre-market advice and on-the-ground support
- Develop increased sectoral knowledge through supporting the ability of Scotland's creative businesses to learn from others through Go See Share opportunities
- Continue to attract large scale inbound productions into Scotland through Screen Scotland's Screen Commission
- Support choreographers and dance makers to gain international profile and connections by attending Tanzmesse, the world's largest professional gathering for the contemporary dance sector.

### Working with partners, we will:

- Develop and deliver projects with the British Council Scotland as part of our 3 year strategic partnership with British Council
- Deliver Momentum 2024, the international delegate programme for Edinburgh's summer festivals, with British Council Scotland and Festivals Edinburgh
- Support British Council Bursaries and the SHAPE: disability arts movement exhibition at the Venice Biennale of Visual Arts 2024, through the Scotland + Venice Partnership
- Continue our partnership with Publishing Scotland to support the translation of Scottish literature for international publication
- Support a devolved programme of grants to visual arts freelancers to enable travel and research, in partnership with Engage Scotland
- Support musicians, composers and ensembles to attend international industry forums and trade fairs, including **Classical:NEXT**, **Jazzahead**, **The Great Escape** and **WOMEX**
- Supporting the development of participatory creative work between UK and German-based organisations exploring themes and issues faced by local communities, through the Cultural Bridge programme.

# Organisation and Funding Developments

## Creative Scotland funding

Following an in-year reduction to our Scottish Government budget in 2023/24, Creative Scotland's Board allocated an equivalent £6.6m from our National Lottery reserves in October 2023 to ensure that Regularly Funded Organisations (RFOs) received the balance of their funding for that year.

The Scottish Government has restored this budget in 2024/25 and Creative Scotland's Board has confirmed that we will provide Regular Funding at planned levels in 2024/25. We will continue to offer ongoing flexibility in the use of existing Regular Funding, recognising the significant long-term budget pressures faced by the creative and cultural sectors. Our current RFOs are listed at **Appendix 1**.

We remain committed to providing multi-year funding for as many organisations as possible, and this year will finalise awards from our **Multi-Year Fund** for the three year period from 2025 to 2028. In the second half of the year, we will begin implementation of a transition programme to support organisations unsuccessful in their Stage 2 Multi-Year applications and have allocated £4m from our National Lottery reserves for this requirement. A further £5m is earmarked for this purpose in 2025/26.

We will continue to run two significant Open Funds this year, supported by The National Lottery: the **National Lottery Open Fund for Organisations** and the **Open Fund for Individuals**. These two funds experienced unprecedented levels of demand in 2023/24 and we do not anticipate this changing. Considerable competition will therefore remain, but we will continue to provide significant budget for each. This year, following the outcome of our Multi-Year Fund, we will review our Open Funds to ensure they continue to deliver against our Strategic Priorities.

Awards to all these funds will be made in line with our **published Funding Criteria**, which set out what we expect from applicants in terms of important themes such as EDI, addressing the climate emergency and delivering fair pay.

## Funding for Organisations

In this year we will conclude assessment of applications to our **Multi-Year Funding Programme**, which will offer organisations funding for the period 2025-28. This new fund is a two-stage process (in response to feedback from the sector), with decisions in Autumn 2024 and the new funding in place from April 2025. In autumn of 2023, 361 organisations applied to Stage 1 of the process, requesting £96m annually. In February 2024 we announced that 285 organisations, with an ask of over £87m, will go forward into Stage 2 of the process. The programme remains extremely competitive, and we do not expect to support every application. We anticipate being able to announce the recipients of this funding in the Autumn of 2024.

## National Lottery Open Fund for Organisations

The National Lottery Open Fund for Organisations offers funding of between £1,000 and £100,000 for projects or programmes of activity lasting up to 18 months. Applications can be made at any time, with no deadlines and are designed for organisations that are not currently in receipt of Regular Funding.

---

## Open Fund for Individuals

---

The Open Fund for Individuals offers funding of between £500 and £100,000. The purpose of the fund is to support creative activity from individual artists, producers and other creative professionals in Scotland and will support a period of research, development and/or delivery of creative activity for up to 24 months.

---

## Digital Transformation

---

In 2024/25 we will continue to migrate to online applications and an integrated CRM system and develop the functionality of our corporate Finance system. We will introduce online monitoring tools in line with our new Monitoring and Evaluation Framework, including updated Equalities Monitoring.

We will also redesign Creative Scotland's Opportunities website, improving the end-user experience of this popular and valued sector resource.

---

## Advocacy

---

We will continue to develop and grow **Our Creative Voice**, a communication initiative aimed at promoting the value that art and creativity contributes to all our lives.

With a dedicated website at its centre, Our Creative Voice is a platform for demonstrating the tangible benefits that art and creativity contribute to our lives. The website presents a growing range of case studies that evidence the impact of participation in arts and creativity, supported by compelling data and research. Our Creative Voice also provides the tools for others to help make the case for art and creativity. Creative Scotland will continue to be active in the Brand Scotland Partnership, producing and delivering the 'Scotland is Now' international campaign, which showcases the best of Scotland

and aims to encourage people to choose Scotland as a place to live, study, work and visit. Creative Scotland is a financial and strategic partner in this Scottish Government-led campaign, alongside other public bodies.

We will use our communications channels to spread the word about artists, projects and organisations that our funding supports in order to raise public awareness and increase engagement. We will also continue to communicate with partner organisations, stakeholder groups and our elected representatives to advocate on behalf of culture and creativity in Scotland and the value it delivers to all our lives.

---

## Gaelic Language

---

In 2023 we published a new version of our **Gaelic Language Plan**, covering the period to 2028. Our vision, supported by the actions set out in this Plan, is that Gaelic's vital role in Scotland's culture and creativity continues to be recognised, to grow and develop, supported by the work of Creative Scotland (including Screen Scotland).

This Plan will build on the achievements of our two previous Gaelic Language Plans, developing and building on these further wherever possible, through our funding and development, our advocacy and influence and through our operations. The actions set out in this plan will also support the delivery of the **National Gaelic Language Plan 2023-2028**, and the Scottish Government's ambition to see an increase in the numbers of people speaking, learning, and using Gaelic in Scotland.

---

# Screen Scotland

---

Economic growth remains a priority for Screen Scotland under the new Screen Scotland Strategy. Such growth delivers and sustains many of the opportunities that talented people need to realise their potential here in Scotland. Creative origination, and the development of audiences for film and TV from Scotland are equally important. Our ideal strategic outcome is significant economic growth driven by new work from Scotland, devised, developed and produced by Scottish talent.

We aim to achieve this primarily through targeted support for the development and production of film and TV projects in and from Scotland, increased investment in skills and talent development, support for infrastructure, venues and events, advocacy and international engagement.

Having published the second Economic Value Report for Scotland's Screen Sector, covering impact in 2021, this year we will begin work on the third edition, covering 2023. As evidenced by this work, the volume and value of film and television production in Scotland has already risen by over 50% since 2018: the year in which Screen Scotland was established, and during a period which saw the opening of new film and TV production studios across Scotland.

Globally, cost inflation has impacted production budgets. In 2024/25 we will allocate an additional £1m in response to sector demand across Screen Scotland's Film Development and Production Fund, and Production Growth Fund. This investment will maintain Scotland's competitive position in international production, support Scotland-based filmmakers and the origination of film and TV projects from within Scotland.

Screen Scotland will continue to have a strong focus on talent and skills development, screen education and international outreach. As part of Creative Scotland, Screen Scotland's work will be delivered with fair work, sustainability and EDI built into our activity and objectives.

Screen Scotland will, as far as possible, be a voice at the table of UK policy and strategy making across growth levers including the development of skills, infrastructure, inward investment, innovation and talent development, representing Scotland's interests in tandem with local industry, and providing the arguments and evidence to support the outcomes we seek. In 2024/25 we will host a series of policy-focused events, outlining how policy can impact the growth and development of the film and TV sectors, but also how film and programme makers can influence policy making.

---

## Skills Development

---

Our commitment to skills and training has expanded significantly in recent years. Direct investment in skills is up by over 300% in five years, and over £2m of matched funding has been secured from industry. In 2024/25 we will continue to support and deliver the training programmes that are now the foundations of screen sector training in Scotland, developing the strength, depth and diversity of Scotland's production workforce. We will also support bespoke training programmes built around larger productions to ensure our funding leaves a lasting legacy.

---

## Screen Education

---

The development of Scotland's screen sector begins in education. Education is also, long-term, the best route to diversity and inclusion in our sector, helping to open the doors to a creative career in film, TV and screen. Screen Scotland is working towards every child and young person in the country having the opportunity to make or collaborate in the making of a film or programme in school. Alongside our work within formal education, we will work with strategic partners to develop non-formal and informal film and screen education practice through equitable engagement with organisations delivering participatory film and screen activities.

---

## Talent Development

---

Alongside support to existing sector programmes, Screen Scotland will strengthen the talent progression journey for Scotland-based filmmakers through the introduction of a new scripted short film initiative that enables the production of two or three higher budget short films (animated or live action) of ambition from Scotland each year.

We will support Animation Scotland to develop Scotland's animation talent and continue to develop Scotland-based talent in priority genres such as drama, factual and entertainment through FormatLab, Film Fast Track, First Features, and our DocScene programme with the Scottish Documentary Institute. Screen Scotland and BBC Scotland's Emerging Directors Initiative in unscripted TV will also return for a second edition. Rising Stars Scotland talent showcase is also returning for 2024, delivered in partnership with Screen International.

---

## Equalities, Diversity and Inclusion (EDI)

---

Screen Scotland are committed to developing an equitable, diverse and inclusive film and screen landscape in Scotland. Through a number of new programmes, we will support work that develops context for Deaf, Disabled and Neurodiverse individuals and organisations, and which will reflect the strategic priorities of Creative Scotland. These will foster a commitment to tackling inequalities for people who experience exclusion or are marginalised, help to support a more diverse workforce (including those who govern and lead), and consider how to incorporate EDI in artistic and creative programming.

---

## International Business Development

---

In 2024/25, Screen Scotland will launch the second edition of Rising Stars Scotland in partnership with Screen International, identifying and promoting 10 key Scotland-based writing, directing, producing and acting talents, elevating their international profiles and helping them to progress their careers. We will continue work with Scottish producers to amplify their presence in the global marketplace at key international touchpoints where Scottish films are premiered including *Sundance*, *Berlinale*, *Cannes Film Festival*, *CPH:DOX*, *IDFA* and *Annecy Animation Film Festival*.

Screen Scotland's Screen Commission will continue to attract high-value, inward investment productions into Scotland through national and international engagement, supported by expert and bespoke location and productions service, and Screen Scotland's Production Growth Fund and Recce Fund. It will also continue to work with the screen sector and other partners to further develop and strengthen Scotland's studio and infrastructure offer.



## Business and Market Development

In 2024/25 we will continue to provide opportunities for Scotland-based production companies, and their key talent and business-winners, to develop their skills and opportunities for growth. Business and market development support is delivered through the Market and Festival Attendance Fund, FOCUS Business Development Programme, Indielab TV Growth Accelerator and the Broadcast Content Fund's slate development funding. These enable a broad range of producers and filmmakers to develop projects to a higher standard, engage with new markets, strengthen their business growth opportunities and sustain pipelines of work.

Wider sectoral connections are facilitated through support of the Celtic Media Festival and Screen Fringe, our partnership programme with the Edinburgh Festival Fringe Society which connects creative executives, talent agents and producers from the film and TV sector with writing, directing and performing talent at the Edinburgh International Festival Fringe.

## Audience Development

Cinema remains a vital and popular element of Scottish culture. Across 2024/25 we will continue to focus on nurturing a sustainable network of cinemas, festivals, and platforms for film, with access for communities across Scotland a priority. Through our National Lottery Film Festivals and Screening Programme Fund, we will support the festival organisations which play a pivotal role in showcasing diverse talent and fostering local engagement.

Effective distribution within and beyond Scotland is key to maximising the reach of Scottish film. Talent development remains vital for sector sustainability and, by helping diversify a workforce, we not only create a more inclusive industry but also unlock new creative potential and broaden cinema's appeal to the widest possible audiences. We will also support the sector on the pathway to net zero, with the triple outcome of reducing overheads, improving audience experience, and delivering against sustainability goals.

# Summary Budget

## 2024/25

The following table shows the budget for Creative Scotland (CS) for the financial year 2024/25, funded by grant-in-aid from the Scottish Government and the Creative Scotland National Lottery Distribution Fund (CS NLDF).

The areas of spend allocated to the budget from the Scottish Government require additional approval from them before it can be committed and spent. If this approval is not provided, then the related planned funding activity may not happen. If this occurs, we will communicate the impact as soon as possible.

### Income

	CS (£)	CS NLDF (£)	Total (£)
Scottish Government Grant-in-aid	£68,582,000	-	£68,582,000
National Lottery Proceeds	-	£32,570,000	£32,570,000
Project income	£367,000	£310,000	£677,000
Other income	£750,242	£50,000	£800,242
<b>Total Income</b>	<b>£69,699,242</b>	<b>£32,930,000</b>	<b>£102,629,242</b>

### Grant Expenditure

	CS (£)	CS NLDF (£)	Total (£)
Regular Funding	32,501,169	-	32,501,169
Film Festival/Cultural Cinema	£1,066,000	-	£1,066,000
Multi-Year Transition Fund		£4,000,000	£4,000,000
Open Fund	£3,000,000	£16,100,000	£19,100,000
Arts, Communities and Inclusion	£14,825,000	£3,075,078	£17,900,078
Screen Scotland	£9,617,000	£8,400,000	£18,017,000
Creative Industries	£685,000	£612,000	£1,297,000
Strategy	£150,000	£580,000	£730,000
Other	£155,616	£10,000	£165,616
<b>Total grant expenditure</b>	<b>61,999,785</b>	<b>32,777,078</b>	<b>94,776,863</b>

### Operating Costs

	CS (£)	CS NLDF (£)	Total (£)
HR	109,500	£73,000	£182,500
Office Services	40,800	£27,200	£68,000
Finance and Funding	667,917	£526,089	£1,194,006
Digital	551,400	£367,600	£919,000
Communications	232,800	£155,200	£388,000
Knowledge and Research	398,296	£208,864	£607,160
Salaries	5,217,435	£3,478,290	£8,695,726
Central Contracts	247,740	£411,310	£659,050
Waverley Gates Sublet Office Space	264,869	-	£264,869
<b>Total Operating Costs</b>	<b>7,699,557</b>	<b>5,238,554</b>	<b>12,938,011</b>
<b>Total Expenditure</b>	<b>69,699,242</b>	<b>38,015,631</b>	<b>107,714,873</b>
<b>Deficit/(Surplus)</b>	<b>-</b>	<b>(5,085,631)</b>	<b>(5,085,631)</b>

# Monitoring our Performance

**Creative Scotland's annual planning and reporting cycle helps us to continuously improve and to report transparently through our Annual Review of Performance. Reporting annually on our performance enables us to identify any 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.**

## Our Key Performance Indicators

**We have agreed a refreshed set of corporate Key Performance Indicators (KPIs) with Scottish Government, bringing these into line with our revised Strategic Framework. These indicators are underpinned by a revised Monitoring and Evaluation Framework that will direct data collection from funded organisations and the sourcing of third-party statistics where required. We will ask all funded organisations to work with us in making the transition to new, digitised monitoring tools which we will introduce from April 2024.**

In 2024/25 we will monitor our performance against these 12 KPIs and report against them in our Annual Review. The measures will be compared to 2023/24 as the baseline year of measurement against the new KPIs, to identify change where applicable.

We recognise that the legacy of COVID-19 and current cost challenges mean increases in activity or growth in engagement levels from previous years is unlikely to be feasible for many across the cultural and creative sectors. We note, therefore, that many of the KPI measures may in fact decrease year-on-year given Creative Scotland's current budgets.

Where appropriate we have included measures for the screen sector, principally covering screen and cinema exhibition. Where the indicators include data collection from Creative Scotland Regularly Funded Organisations (RFOs) these figures will include the three screen sector RFOs as well as those multi-artform venues with cinema provision.

More broadly, the KPIs are aligned to the National Performance Framework and the priorities in the Scottish Government's A Culture Strategy for Scotland. Specifically, they address the National Outcomes for:

- **Culture (KPIs 1-6)**
- **Communities (KPI 7)**
- **Fair Work and Business Economy (KPI 8)**
- **Economy (KPIs 9, 10)**
- **International (KPI 11)**

# Performance Management Framework

Strategic Framework	KPI	Indicator	Measures	
People and organisations working in art and creativity are supported to make work of quality and ambition that enriches life in Scotland for everyone.	1.	<b>Individuals and organisations supported through Creative Scotland Funding</b>	The count of individuals and organisations in receipt of Creative Scotland funding. Value of funding by type of organisation, specialism, geographic location and reported areas of benefit.	CS Funding Management Information
	2.	<b>EDI profile of individuals and organisations supported through Creative Scotland Regular Funding</b>	The profile of successful individual applicants to our funds, by protected equalities characteristics. Success rates of these individuals relative to application rates. Diversity of workforce of RFO organisations, including number that are diverse led.	CS Equalities Monitoring  CS Funding Management Information
	3.	<b>New applicants and first-time awardees across Creative Scotland funding routes</b>	Number and proportion of new applicants and first-time awardees across Creative Scotland Open and Targeted funding.	CS Funding Management Information

Strategic Framework	KPI	Indicator	Measures	
More people from all parts of society access, participate in and value a range of artistic and creative activities	4.	<b>Breadth of outputs supported through Creative Scotland funding</b>	Breadth of outputs delivered through Creative Scotland funding (performances, exhibitions, screenings and publications). No. of outputs by specialism, geographic areas of benefit, deprivation.	CS Monitoring and Evaluation Framework
	5.	<b>Public engagement (in person)</b>	Physical audience numbers, both attendees and participants. EDI profile of audience where viable (for multi-year funded organisations). Numbers of children and young people engaged.	CS Monitoring and Evaluation Framework  RFO audience data
	6.	<b>Public engagement (Digital)</b>	Digital engagement, including audiences for funded screen content and cinema exhibition. EDI profiling where viable.	CS Monitoring and Evaluation Framework  ComScore Screen Box Office data  BARB broadcast viewing data
Art and creativity are recognised by people at home and abroad as a central part of our nation	7.	<b>Public recognition of the value of culture</b>	Improved public perceptions of national and local creativity. Perceptions of Scotland's national brand for culture.	CS omnibus surveying  RFO audience data
Promoting fair pay, conditions, and employment opportunities across the creative sector	8.	<b>Funded organisations' commitment to Fair Work First agenda</b>	Commitments to Fair Work First met by funded organisations, including organisations' policies/statements, payment of Real Living Wage, use of zero-hours contracts and provision of mechanisms for Effective Voice. The count of young people employed by Creative Scotland-funded organisations through youth employment initiatives. Count of CS awards for professional development and workforce development.	CS Funding Management Information  CS Monitoring and Evaluation Framework

Strategic Framework	KPI	Indicator	Measures	
Helping tackle the climate emergency and supporting the growth of sustainable creative businesses across Scotland	9.	<b>Funded organisations' commitment to environmental sustainability</b>	Commitments to climate actions met by all funded organisations. Carbon reduction commitments and actions by CS RFO organisations. Reported measures on travel by CS funded individuals and organisations. Creative Scotland's own emissions, waste and travel reporting.	CS Funding Management Information  CS Monitoring and Evaluation Framework  Creative Carbon Scotland Monitoring Framework
	10.	<b>Partnership funding leveraged through CS funding</b>	Creative Scotland intervention rate in RFO income and projects funded through Open and Targeted funding. Wider sources of income secured by awardees, across public, private and trust and foundation sources. Creative Scotland's own partnership income levels.	CS Funding Management Information  CS Monitoring and Evaluation Framework
Developing innovative and sustainable ways of strengthening international collaboration and promoting artistic and cultural exchange	11.	<b>International connectedness</b>	The count and value of Creative Scotland funding awards with a focus on international import, export and artistic and cultural exchange. National Growth sector statistics for Creative Industries Exports. The range of countries engaged through this activity, with artform detail.	CS Funding Management Information  CS Monitoring and Evaluation Framework
Providing an effective and efficient service to those we are here to support and to effectively manage the public funds for which we are responsible	12.	<b>Creative Scotland service levels</b>	CS SLA targets for: <ul style="list-style-type: none"> <li><b>Funding:</b> Minimum of 90% of funding applications processed within published timeframe</li> <li><b>Finance:</b> initial award payment made within 10 workings days of exchange of contracts</li> <li><b>Enquiries:</b> numbers and resolution.</li> </ul>	CS Management information  CS Applicant Survey

\* We are awaiting further guidance from Scottish Government on the Effective Voice dimension of Fair Work First

# Appendix 1

## Creative Scotland Regularly Funded Organisations 2024/25

21CC (21 Common)	Craft Scotland	Fruitmarket Gallery
A Play, A Pie and A Pint (Glasgow Lunchtime Theatres)	Creative Carbon Scotland	Gaelic Books Council
Aberdeen Performing Arts	Creative Dundee	Glasgow Film
Alchemy Film and Arts	Creative Edinburgh	Glasgow International
An Lanntair	Cryptic	Glasgow Print Studios
Arika	Cumbernauld Theatre Trust	Glasgow Sculpture Studios
Arts and Business Scotland	Curious Seed	Glasgow Women's Library
ATLAS Arts	Dance Base	Grid Iron Theatre Company
Barrowland Ballet	Deveron Projects	Hands Up for Trad
Beacon Arts Centre	Drake Music Scotland	Highland Print Studio
Birds of Paradise Theatre Company	Dundee Contemporary Arts	Horsecross Arts
Bodysurf Scotland	Dundee Repertory Theatre	Hospitalfield Trust
Catherine Wheels Theatre Company	Dunedin Consort	Imaginate
CCA: Centre for Contemporary Arts	Eden Court Theatre and Cinema	Indepen-dance
Celtic Connections Festival	Edinburgh Art Festival	Luminate
Centre for the Moving Image	Edinburgh International Book Festival	Lung Ha Theatre Company
Citizens Theatre	Edinburgh International Festival Society	Lyra
Citymoves Dance Agency	Edinburgh Printmakers	Macrobert Arts Centre
Collective	Edinburgh Sculpture Workshop	Magnetic North Theatre Productions
Comar	Enterprise Music Scotland	Moniack Mhor Writers' Centre
Common Guild	Federation of Scottish Theatre	National Piping Centre
Conflux Scotland	Fèis Rois	National Youth Choir of Scotland
Cove Park	Fèisean nan Gàidheal	National Youth Orchestras of Scotland (NYOS)
	Fife Contemporary	NEoN (North East of North)

North East Arts Touring	Stove Network Limited
Panel	Street Level Photoworks (Glasgow Photography Group)
Paragon Ensemble	Taigh Chearsabhagh Trust
Peacock Visual Arts	The Barn
Pier Arts Centre	Theatre Gu Leòr
Pitlochry Festival Theatre	Timespan
Platform (Glasgow East Arts Co)	Tinderbox Collective
Playwrights Studio, Scotland	Toonspeak Young People's Theatre
Project Ability	Touring Network (Highlands & Islands)
Publishing Scotland	Traditional Arts and Culture Scotland
Puppet Animation Scotland	Tramway
Red Note Ensemble	Travelling Gallery
Regional Screen Scotland	Traverse Theatre
Royal Lyceum Theatre Company	Tron Theatre
Scottish Book Trust	Vanishing Point Theatre Company
Scottish Contemporary Art Network (SCAN)	Visible Fictions
Scottish Ensemble	Voluntary Arts Scotland
Scottish Music Centre	Wigtown Festival Company
Scottish Music Industry Association	Work Room
Scottish National Jazz Orchestra	Y Dance (Scottish Youth Dance)
Scottish Poetry Library	Youth Theatre Arts Scotland
Scottish Sculpture Workshop	
Shetland Arts Development Agency	
Solar Bear	
St Magnus International Festival	
Starcatchers Production	
Stellar Quines Theatre Company	
Stills: Centre for Photography	





# SCREEN SCOTLAND SGRÌN ALBA

ALBA | CHRUTHACHAIL

Waverley Gate  
2-4 Waterloo Place  
Edinburgh EH1 3EG  
Scotland UK

[enquiries@creativescotland.com](mailto:enquiries@creativescotland.com)

[www.creativescotland.com](http://www.creativescotland.com)



A' TOIRT SEACHAD MAOIN BHO  
AWARDING FUNDS FROM  
**THE NATIONAL LOTTERY®**

April 2024