



ALBA | CHRUTHACHAIL

Creative Scotland Annual Plan 2017/18



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Contents

2

Introduction

4

Our Role

5

Funding, Advocacy, Development
and Influence

10

Arts, Screen and Creative Industries Priorities
over the next 12 Months

20

Being a Collaborative Organisation

22

Summary Budget 2017/18

30

Planning and Performance Management

31

Performing against Our Ambitions 2017/18

37

Delivering National Outcomes

Introduction

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

We want a Scotland where everyone actively values and celebrates arts and creativity as the heartbeat for our lives and the world in which we live; which continually extends its creative imagination and ways of doing things; and where the arts, screen and creative industries are confident, connected and thriving.

We produce an Annual Plan each year, which sets out our budgets, our priority areas of work and explains the work we will deliver over the course of the next 12 months to support the arts, screen and creative industries and provides us with a baseline to report against our performance each year.

Our performance against our Annual Plan is reported each year in our **Annual Review**. The review draws on data provided by the organisations and projects that we fund and provides headline analysis which we hope will be useful to everyone working in the cultural and creative industries sectors.

Our 2017/18 plan continues to support the delivery of our 10 year plan **Unlocking Potential, Embracing Ambition** which we published in 2014.

The plan supports innovative practice across architecture, craft, dance, design, film, games, literature, music, screen, television, textiles, theatre, the visual arts, and many other creative disciplines – which in turn contribute to the Programme for Government's four pillars: Investment in People and Infrastructure; Innovation; Inclusive Growth; and International Engagement.

Creativity is a vital force in today's world. Social, political, technological, environmental and economic change is impacting on people everywhere. As pathfinders, bringing beauty, ideas and imagination to our lives, artists and creative people can help generate well-being and

stability in times of change. They also contribute significantly to our society, economy, and cultural confidence, all important factors in enabling people to lead happy and fulfilled lives.

Scotland's arts and creative industries are a success story. We have many extraordinary artists and creative practitioners producing world class work from every corner of Scotland. In 2016 there were more registered enterprises in the Creative Industries (15,420) than in Sustainable Tourism (14,090), and considerably more than the Energy (3,995) and Life Sciences (535) sectors. The Screen Industry is delivering to its most productive levels in Scotland with record levels of Film and TV production spend in excess of £52m, which is great news for Scotland's screen sector and those working within it.

This year we will be conducting a strategy refresh, scheduled for completion by the end of 2017/18. We want to better explain the connection between a strong, publicly funded arts, screen and creative industries sector and the social, cultural and economic value that they deliver to all our lives. We will also more fully articulate our development and enabling role, and strengthen how we deliver it - something we see as critical in times of continued pressure on public finances.

As a Non-Departmental-Public-Body (NDPB), we work within the parameters of the Scottish Government's Programme for Government. The new National Cultural Strategy for Scotland, which is currently in the early stages of development by the Scottish Government, is an opportunity to make sense of why the arts matter and how culture and the creative industries contribute to a wide range of government policy areas.

We are also working with the Scottish Government and other partners to help develop an enhanced Screen Unit within Creative Scotland, reflecting one of the commitments made in the Programme for Government, published in 2016.

Overall our non ring fenced Grant in Aid budgets this year have remained broadly stable. We have therefore been able to maintain our Regular Funding for the 118 organisations included in the 2015-18 portfolio, as planned.

We are grateful to the Scottish Government for this support, which recognises Scotland as a powerful and imaginative creative nation producing high quality creative work, attracting and growing audiences across Scotland and internationally.

A key focus for Creative Scotland this year is the next round of Regular Funding, 2018-21 for which we received applications in April 2017. We will make announcements later this year once the Scottish Government draft budget has been announced.

As a National Lottery distributor, we support a broad range of projects across the arts, screen and creative industries and across all parts of Scotland, supporting good causes and making a positive difference to peoples lives. Through Open Project Funding, we have supported 1,244 projects since October 2014, with £26.5m of National Lottery funding.

Currently income from the National Lottery is under pressure. An anticipated reduction in National Lottery income means our 2017/18 Open Project Funding budget is set at a lower level than in previous years. National Lottery income has fluctuated in the past and we are working with the other National Lottery Distributors to raise awareness of the good causes that benefit as a result of ticket sales. This will continue to be a focus for us in 2017/18 and beyond.

The Youth Music Initiative budget, which has benefited from an overall investment of £109m by the Scottish Government since 2007, has been reduced by 10% to £9m by the Scottish Government in 2017/18. While this outcome represents a challenge, we will work positively with Local Authority partners to continue to deliver the Youth Music Initiative's vision, aims and outcomes, building on what has been achieved to date.

The past year has been a year of political change in which the UK voted to leave the European Union. The implications of the outcome of the EU Referendum will take time to unfold. To understand how this might impact we

commissioned research to map how our sectors currently benefit from Europe and understand people's concerns for the future. Issues raised include travel and free movement of people; connections, co-productions and international exchange; trade regulations and access to international markets; uncertainty about funding; staffing and job security and loss of support for rural areas.

We we will work with the Scottish Government and other partners to ensure that Scotland's creative sectors are represented as negotiations take place. Alongside this we will continue to work with partners in Europe in many different ways. Working internationally is an important part of what we do to ensure that Scotland remains a successful and distinctive creative nation connected to the world. We will do everything we can to continue to support our vibrant arts, screen and creative industries to make and sustain fruitful, positive international relationships across Europe and beyond. I'd like to thank all our staff, Senior Leadership Team and Board for all their hard work across the year. This team demonstrates knowledge, commitment and positive energy across their work, often in very challenging circumstances which include increased pressures on the public purse.

I'd particularly like to pay tribute to Richard Findlay, our Chair, who's wise counsel, dedication and positive support has been invaluable to me and our team. We are deeply saddened by his recent death and would like to give tribute to his drive and support for creativity in Scotland.

All of us are committed to working in partnership across the public, private and voluntary sector to continue to unlock opportunity and resources to support Scotland's artistic and creative talent. Alongside this drive we will continue to improve the way that we operate by listening and responding to the feedback we receive from the people and organisations that we are here to support.

I hope you find this plan both useful and informative. If you have any questions please let us know.

Janet Archer
Chief Executive

Our role

Creative Scotland's remit across the arts, screen and creative industries creates the opportunities for us to:

- Provide funding for individuals, companies and organisations
- Act as a conduit for cross-sector connection and learning
- Understand how the creative system contributes to society and the economy, and act in order to strengthen it
- Position the work that we fund at the heart of creative, artistic, cultural, social and economic development, stimulating future growth in public investment of arts and culture
- Help identify and develop new income streams for the arts, screen and creative industries, maximising opportunities from intellectual property and stimulating collaboration and partnership.

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

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

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

Funding, Advocacy, Development and Influence

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

Funding

We distribute funding from two primary sources, the Scottish Government (Grant in Aid) and the UK National Lottery. Our funding is the means by which we sustain a network of organisations across Scotland; support the development of individuals; fund ideas and projects; and develop partnerships to address strategic need. We will do this through three funding routes:

- Regular Funding for organisations
- Open Project Funding is our main route for individuals and organisations to deliver time-limited projects
- Targeted Funding focused on delivering strategic programmes of work often in partnership with others.

Regular Funding

Regular Funding provides stable funding to organisations in the arts, screen and creative industries in Scotland. In October 2014, we announced a portfolio of Regularly Funded Organisations (RFOs) for the funding period April 2015 to March 2018.

We are currently funding 118 RFOs. The overall budget for this programme was £100m over the three-year period, representing over a third of Creative Scotland's anticipated total budget for 2015-18. The portfolio is rich in its creative excellence, potential and ambition, and it demonstrates significant reach across Scotland and across many areas of practice. It consists of some of Scotland's most important, innovative and exciting cultural and creative organisations, producing and presenting great work across craft, dance, film, literature, music, theatre and visual art.

The portfolio also comprises a mix of organisations of differing scale ranging from nationally and internationally established organisations through to smaller and vitally important organisations producing excellent work from particular places.

Geographically, RFOs have their base in 21 of Scotland's 32 Local Authorities and more than 80% of organisations operate beyond their home location, many on a Scotland-wide basis, reaching audiences across the country. We also fund national and international touring companies.

During this year we began formulating a new network of Regularly Funded Organisations for 2018-21. Applications received by the deadline in April are being assessed by our specialist officers against published criteria. All recommended applications are being considered taking into account the range of art forms and roles of organisations; size and type of organisations; diversity; and geographic spread. Overall this will ensure that the funding we provide delivers the greatest strategic impact across Scotland. We will be announcing the new network of Regularly Funded Organisations later in the year following the Scottish Government budget announcement. Given budgetary constraints, it is unlikely that there will be many increases in funding to existing RFOs and the number of RFOs that we will be able to fund (depending on the budget announcement and expectation for levels of Lottery income) is likely to reduce.

Artistic and Creative Review Framework

The purpose of the Review Framework is to support a deeper and more transparent dialogue between Regularly Funded Organisations, and in time the wider sector, and Creative Scotland around artistic and creative quality.

Since its launch in April 2016, 270 individual pieces of activity have been reviewed. The flexibility of the Framework has enabled an enormous range of work across all art forms, scale, and stages of development to

be considered. Examples range from finished on-stage productions, exhibitions and festival programmes, to participative workshops, conferences, sharing events, awards ceremonies, and even project planning sessions.

From April 2017 we will carry out an evaluation of the Review Framework. This will inform the further development of this work around artistic and creative quality, including considering the possibility of developing a 'toolkit' version for the wider sector.

Open Project Funding

Open Project Funding provides grants of up to £100k (or £150k if agreed with us before application) to individuals and organisations for projects up to a maximum of two years in length, with defined start and end dates, and with a set of specific objectives.

In the year 1 April 2016 to 31 March 2017 we offered 519 awards through the Open Project Fund, to the value of £11,476,642. The reduction in Lottery income means our 2017/18 Open Project Funding budget is set at a lower level than in previous years £10,545,000.

We want to encourage applicants to generate great ideas across a broad spectrum of activity, and Open Project Funding supports:

- Projects that develop skills or artistic and creative practice
- Projects that create something new and of high quality
- Projects which either present work to audiences, or which try to develop and reach new audiences (including those which are hard to reach)
- Projects which encourage more people to get involved in artistic and creative activity.

Applications are assessed against four published criteria; artistic and creative quality, public engagement, effective management, and financial viability.

We continually listen to feedback and aim to improve our application material and guidance regularly. This year we will be undertaking a

review of our funding programmes and launching a simplified process for applications under £5k.

Many people working in the creative sector have income levels that are well below the national average despite high levels of education, which can be exacerbated by an expectation to work for free and in unpaid internships. Creative Scotland is committed to fair pay for artists. We expect funding applications to reference relevant industry standards on rates of remuneration. We encourage everyone who is in a position to generate better levels of remuneration to do so, in order to ensure that Scotland is a country where artists and creative people can live and work successfully.

Targeted Funding

We continue to provide Targeted Funding which addresses specific activities and development needs in a sector, specialism, or geographic area. For example, we are partners with the Big Lottery Fund and sportscotland in delivering National Lottery Awards for All funding, which supports small organisations and communities to make the most of local cultural opportunities. Through this fund, we will prioritise projects that:

- Engage people from areas of high deprivation
- Removes financial barriers to access creative activities
- Address rural isolation and encourages activity in rural areas
- Engages older people, people in care homes and carers
- Engages care leavers
- Supports integration of refugees and asylum seekers.

We will continue to run our Screen Funding Programme as part of our Targeted Funding. This represents a core component of our work, providing specialist strategic and editorial advice to producers when initiating and developing projects, assisting them to package their projects for finance and production, and advising on distribution and exhibition.

There are two main funds within the programme:

- Screen Funding has an allocation of £4m for the period 2017/18 and there are five routes for funding:
 - Market and Festival Attendance
 - Single Project Development Funding
 - Production Funding
 - Distribution and Exhibition Funding
 - Slate Development Funding
- The Production Growth Fund, which again has an allocation of £1m this year and is available to qualifying productions in the form of a non-recoupable grant. Its purpose is to help grow the screen production sector, create employment opportunities for Scottish-based crew, encourage the use of Scottish-based production facilities companies and deliver a direct and significant economic benefit to Scotland.

The Creative Industries Strategy informs our developmental work with the creative industries of Scotland, undertaking projects that will help to grow and nurture creative businesses in Scotland. In addition, we continue to identify and work with projects supported through Open Project Funding that directly support creative businesses beyond the scope of the Creative Industries Strategy.

Our Targeted Funds will continue to support activities that profile Scotland's rich creative talent and promote public engagement with arts and culture. These include events such as Scotland + Venice, the Festival Interceltique Lorient, and support for local creative communities through our Place Partnership programme. In all cases, we aim to provide the type of funding that best meets the needs of artists, creative individuals, organisations and creative businesses.

We continue this year to support five sector development bodies through targeted funding. These are:

- Federation of Scottish Theatre, Scotland's membership and development body for professional dance, opera and theatre
- Arts and Business Scotland, acting as a conduit between the cultural and business sectors to help nurture creative, social and commercial relationships

- The Cultural Enterprise Office, Scotland's specialist business development service for creative and cultural practitioners and micro-businesses
- Culture Republic, providing audience development, digital and marketing communications support to the arts, screen and creative industries
- Creative Carbon Scotland, a partnership of arts organisations working to put cultural and creative organisations at the heart of a sustainable Scotland.

Advocacy

We work with others to raise the profile of the arts, screen and creative industries in Scotland, helping to promote their excellence at home and abroad to a broad range of audiences. This includes championing the work of individuals and organisations across Scotland. It also means raising awareness of the value of artistic and creative activity and its role in making everyone's life better in terms of health, well-being and growing our local and national economies. Part of our role is to tell the story of the value that the arts, screen and creative industries deliver to all our lives, supported by public funding. We also want to encourage others, who work in or are interested in creativity and culture in Scotland, to tell this story. We do this through digital communications, showcasing, events and supporting partner organisations in this work.

We will continue to work hard to communicate why creativity matters with an increased emphasis on social inclusion. By using our digital communications channels such as **'Explore' features and case studies on our website**, social media, media communications, events and speeches we will aim to increase the content that demonstrates the value that funding for the arts, screen and creative industries delivers. This will include raising the profile of specific projects, individuals and organisations that we support who deliver work in this context and encouraging common messaging across the sectors we work with.

We operate nationally and internationally and achieve our ambitions for the arts, screen and creative industries by working closely with a range of partners, including Local Authorities and

other national agencies, to provide leadership and advocacy, and support policy development through research and knowledge-sharing.

Development

We want to create the best possible conditions for the arts, screen and creative industries to thrive. This includes working with economic development agencies, Government, Local Authorities and other public and private sector organisations to develop shared knowledge and resources, increase skills, and promote opportunity locally, nationally and internationally. Our development role currently focuses on four pillars of development activity:

- Maintaining strategic sectoral understanding and making agreed interventions where they can most make a difference
- Working with partners to create the conditions for the arts, screen and creative industries to thrive, including through knowledge-sharing
- Working with individuals and organisations to debate and problem-solve specific issues
- Growing resources and new opportunities for funding.

This year we will review and refine Creative Scotland's development role in relation to the continually changing environment and the ongoing challenge to public funding. We will generate a clearer sense of how our work impacts overall on the Programme for Government, and its focus on people, inclusive economy and equalities.

Creative Scotland is the only public body that holds a national overview of the creative and cultural sectors and as such is in a unique position to inform and set the strategy for the arts, screen and creative industries. This year we will be conducting a strategy refresh, to look across the interdependencies and align these three sector strategies.

Our refreshed strategies and development role are also an opportunity to inform and respond to the new National Cultural Strategy. We want to

be proactive and strategic, strengthening our role as a national funder and leadership organisation through a clearly defined development function to help tackle some of the challenges our sectors are facing across the country.

Influence

As an organisation which holds an overview of the arts, screen and creative industries, we can use our knowledge and expertise to help others to work more strategically, influence policy, and encourage investment regardless of whether they are directly involved in the creative system or not. In a rapidly changing global political and economic environment we use our expertise to collaborate with partners across the world in support of our sectors, sharing knowledge, research and best practice.

We develop our influencing role by continually building a stronger evidence-base which draws on data from the work we fund as well as other primary and secondary research. We undertake dissemination and knowledge-sharing as members of a number of research networks including the UK Arts Council research round table and the Scottish Cultural Evidence Network (which brings together Scotland's cultural public bodies). We continue to meet with contacts in academia to develop more effective liaison with the sector, in order to identify joint information gaps and help better direct research efforts. By providing policy briefings, best-practice guidance and industry intelligence - such as our regular research round-up providing a useful overview of recent research and statistical reports which are relevant to the cultural sector in Scotland - we aim to help individuals and organisations identify and take opportunities as they arise.

— Our Programme for 2017/18 —

Major Activity

Continued delivery of the 10 year plan and arts, screen and creative industries strategies	Ongoing
Assessment and communication of decisions of Regular Funding applications	Quarters 1,2,3 & 4
Develop Case for Investment – Providing evidence of current demands on Creative Scotland funding and the overall value of culture and creativity to Scotland	Quarter 2
Progress year two of the ICT Strategy	Quarter 2,3,4
Develop and publish 2017-19 People Strategy	Quarter 2
Develop the business model for a new dedicated Screen Unit for film and TV in partnership with the Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, the Scottish Funding Council and Skills Development Scotland.	Quarter 2,3
Consult on and publish updated Gaelic Language Plan	Quarter 2
Publish framework for Public Engagement	Quarter 4
Align and refresh arts, screen, and creative industries strategies to inform the 2018 Annual Plan	Quarters 2 & 3
Clarify Creative Scotland's future development and enabling role in relation to refreshed strategic plans	Quarters 2 & 3
Monitor and support the programmes of activity delivered by our Regularly Funded Organisations	Ongoing
Continue to deliver Open Project Funding	Ongoing
Review and refresh funding programmes for implementation from 2018	Quarters 3 & 4
Deliver communications plan, including continued development of Creativity Matters communications activity	Ongoing

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

Arts

The Arts Strategy published in 2016 sets out our ambition for the arts in Scotland. It is based on a resolute understanding of the reach, relevance and the wide-ranging contribution that artists and the arts make to society. It provides us with an important framework informing how we will deliver as a funder, advocate, influencer and, crucially, considers the longer term for the arts across Scotland at a time when resources are constrained across the public sector.

Key areas of focus are:

- **Artists and cultural producers:** Explore ways in which the vital contribution that artists and cultural producers make to society is visible and valued – with a view to strengthening opportunities for excellence and diversity across the arts to be encouraged, nurtured and sustained across Scotland.
- **Organisations and sector development:** Establish a strong and up-to-date understanding of the different dynamics, operating contexts and business models that exist across the arts in Scotland – with a view to enabling the evolution and sustainability of new ways of working, including through partnerships and collaboration.
- **Society and audiences:** Build on our commitment to creative learning, equalities, diversity and inclusion – with a view to extending and deepening the reach of the arts as relevant, connected and reflective of society and a rapidly changing world, and ensuring the artistic community is at the heart of the wider debate on Scotland's future.

- **Our role:** Develop effective, relevant and informed ways of working – with a view to fostering long-term strategic planning and partnership working between the private and public sectors, and across local, national and international contexts, to support an arts sector that is thriving, strong and reflective of contemporary Scotland.

The assessment process for new Regular Funding applications has been the main focus for our work in the first half of the year. In arriving at the next iteration of the RFO Network 2018-21, difficult decisions will be informed by both objective assessment and strategic judgement to clearly respond to the overarching ambitions of the 10 year plan, and the Arts, Screen and Creative Industries Strategies, as well as the priorities highlighted by the Sector Reviews.

The Visual Arts Sector Review, which was published in 2016 completed the series of comprehensive art form sector reviews intended to provide an overview and inform and shape our future activities and priorities. Sector Reviews in Dance, Film, Literature and Publishing, Music and Theatre, have already been undertaken and we will continue to respond to their recommendations working closely with the sectors themselves and informing our funding decisions.

Founded in 2003, Scotland + Venice continues to raise the profile of Scotland as a dynamic and evolving centre for the production, promotion and presentation of contemporary art. This year is the 57th Biennale di Venezia where Rachel McLean is presenting her major new commission *Spite Your Face*. Supported through Creative Scotland with funding from the National Lottery, the exhibition is curated by Alchemy Film and Arts, in partnership with Talbot Rice Gallery and the University of Edinburgh. We have commissioned an independent evaluation of the Scotland + Venice programme to identify the impacts and legacies and to inform Creative Scotland's

priorities for the development of international working in the visual arts in Scotland within a dynamic and rapidly changing environment.

We will continue to support international connections for artists from Scotland. For musicians and promoters through events such as Celtic Connections, Rudelstadt, and Lorient festivals. For artists in theatre, dance and music to showcase their work to international promoters through Made in Scotland and Momentum at the Edinburgh Festivals; and support for choreographers, producers and programmers to attend Tanzmesse 2018, linking with Arts Council England and the British Council and building on events such as British Dance Edition.

Touring plays a key role in achieving our ambition that everyone can access and enjoy artistic and creative experiences. During 2016 we commissioned an analysis of Theatre and Dance touring in Scotland that provides valuable insight on the issues identified by the sector as impacting on their collective ability to reach the widest possible audience. The research reveals that the issues for touring are many and complex and funding is only one aspect of a set of heavily interdependent drivers. This data, and the sector's plans for addressing these issues will feed into the review of Creative Scotland funding planned for later this year.

In 2016, we conducted the Diversity in the Arts survey to provide a snapshot of the creative sector in Scotland and explore the barriers experienced by those working within the arts, not just as artists but everyone, across every art form. The survey provides an important snapshot of the working conditions and views of those who work in the arts in Scotland today. It gives insight around the characteristics of the sector and the barriers faced by many within it and provides indicators around the barriers to career entry and progression. We will use the data from this report together with other data and research in this area to help shape our development role, inform our funding guidance and further develop our equalities outcomes. The findings present a challenge for the whole sector, but it provides an opportunity to continue the debate, further explore sector specific issues and look at ways which the whole sector can work together to address these issues in the short, medium and long term.

Screen

Since publication of the screen strategy, *Creative Scotland: on Screen*, in October 2014 we have implemented a series of measures alongside the Scottish Government and other partners, to grow and support Scotland's screen sector. We have introduced increased incentives for Film and Television production including the Production Growth Fund and, over the two full financial years since publication of the Strategy, Creative Scotland funding for the Screen Sector amounts to £20,320,000. We also support exhibition, distribution and audience development, mainly routed through our Regularly Funded Organisations.

The Screen Sector Leadership Group (SSLG) chaired by John McCormick, was established to ensure direct engagement with the sector and enable public bodies to respond to industry needs. Three sub-groups were set up to support its work in specific areas:

- Distribution, Exhibition and Audience Development
- Research, Statistics and Value
- Talent Development, Skills and Training.

The SSLG has identified a number of key priorities, which were to develop a clear and ambitious vision for the sector; increase funding for film and television production; increased studio facilities; investment in training, talent and skills development; appropriate business development support; and robust research and statistics on the value of the sector and the impact of funding and support mechanisms. We continue to work closely with SSLG following the **publication of their report in January 2017.**

We are working closely with the Scottish Government, Scottish Enterprise, Skills Development Scotland, the Scottish Funding Council and Highlands and Islands Enterprise, to design and set up a new Screen Unit with a sector-wide remit, based within Creative Scotland, ensuring that the Screen Sector is recognised and valued for the significant and growing contribution it makes to Scotland's creative economy as well as its social and cultural life.

A new Project Board has been set up to oversee this project. They will present a blueprint for a Screen Unit which commands the support and commitment of partner agencies and the screen sector, to the Cabinet Secretary for Culture, Tourism and External Affairs in the autumn of 2017. This will include:

- A wider remit encompassing -
 - TV and drama series
 - digital and interactive content production (Film and TV)
 - facilities/post-production and VFX companies
- Cultural and economic development
- Visible leadership of a broader, Scotland-wide strategy and delivery co-produced across agencies, Government and the screen sector
- Proactive horizon-scanning, regular data gathering and analysis
- Focus on the impact that investment delivers
- A resilient, stronger, networked sector – agile, flexible and collaborative public agencies.

Creative Scotland is committed to working to a common purpose and maintaining the momentum and pace for successful delivery of this enhanced Screen Unit.

The development of a sustainable film studio infrastructure for Scotland is a priority. In order to support local productions, attract UK and international productions and grow the screen sector, Scotland, like any nation whose ambition is to compete effectively in a global market place, needs a full range of options for stage space and production offices:

- *Purpose-built studio facilities*
- *Full-time conversions:* studio facilities established in existing spaces of scale with some essential infrastructure and in full time production use
- *Pop-up build space:* spaces of scale that are marketed as available for short term let for productions but have little or no infrastructure in place.

Creative Scotland's Screen Commission remains busy taking enquiries from the UK and internationally and we continue to actively promote the currently available space in Scotland, bringing new options to the market. Delivery of further infrastructure needs to exceed the pace of growth in order that we can maximise the potential for the screen sector in Scotland. We are working with the private sector and our public sector partners to stimulate this.

The Animation Sector Review was published in March 2017 and will inform our work with the sector and activities over the next 12 months. This Review describes the people, places, resources and relationships that underpin the sector's achievements as well as identifying some of the challenges that lie ahead, and ideas for future development. We are working with sector representatives and other industry partners to consider the findings of the Review and develop a cohesive and co-ordinated response that works towards the sustainable growth we all want to see.

As part of our work over the last year, we completed the first comprehensive review of Equalities, Diversity and Inclusion in Scotland's Screen sector. Published in January 2017, **Equality Matters** draws on evidence gathered from individuals and organisations working in film and TV in Scotland set against a backdrop of national and international research and policy. The report highlights evidence of the numerous and complex barriers to access, progression and representation both on and off-screen which exist at many levels in Scotland's screen sector including economic limitations, geography and gender. The report also incorporates a series of recommendations for positive and collaborative action to support a more inclusive and representative Screen Sector in Scotland. We will be working with the cross-sectoral Screen EDI Working Group that is tasked to consider the recommendations in the Review and determine their implementation, with the broader aim to determine practical measures to change the landscape of both on and off-screen representation.

We are supporting the Scottish Film Talent Network (SFTN), an inspirational, industry-led programme supporting new and emerging filmmaking talent, offering a clear route of progression from first commissioned short film to first feature development. The programme

offers bespoke support for the next generation of writers, directors and producers, giving them the opportunity to develop and produce films that will gain industry exposure and develop filmmaker's careers. This is a partnership leveraging funds from BFI which, combined with Creative Scotland funds, addresses talent development in a deeper way. It offers a clear route of progression for those yet to make their first commissioned short, through to development of a first feature for more advanced filmmakers who have already made commissioned work that has screened at festivals and received some acclaim.

We said in the Screen Strategy in 2014 that we want to work in collaborative ways to grow and strengthen Scotland's screen sector and we've been encouraging this kind of approach to working into other sectors. We are committed to doing everything that we can to work in the best interests of the screen sector in Scotland over the course of 2017/18 and to achieve the aims and ambitions set out in the strategy.

Creative Industries

In 2016, we published a Creative Industries Strategy which forms the basis of our work for the creative industries. Four high-level aims were established which serve to connect our work on developing the creative industries of Scotland with the national economic strategy, with a core purpose of developing sustainable creative businesses:

These aims are:

- Investing together to grow sustainable creative businesses through collaboration and partnership working
- Innovating for the wider economy across all areas of business including the public sector
- Increasing inclusivity; creating opportunity for emergent creative forms and recognising the value of local trading and place-based partnerships
- Increasing international profile and status; opening pathways to global marketplaces.

These aims are shared with Scotland's Creative Industries Partnership (SCIP), which Creative

Scotland chairs, and which comprises national public agencies that work together to support the development of the creative industries in Scotland.

The Creative Industries Strategy informs Creative Scotland's 2017/18 developmental work in this area, undertaking projects that will help to grow and nurture creative businesses in Scotland. We know that there are currently over 15,000 creative industries businesses spread across the 16 sub-sectors in Scotland, 87% of which are currently microbusinesses with 5 or less employees. We are working to target our resources in smart, effective ways that will benefit as many as possible.

In 2017/18 we will further our work with partners across the investment landscape such as Social Investment Scotland, and the Scottish Guild of Credit Unions to help creative businesses find the best route to support, as well as offering guidance on how to access creative and business skills development through the emerging Skills Works portal. We will also be looking to build on our sectoral work in games and creative technology, taking forward initiatives in areas such the craft/design/maker sector.

Stimulating innovation in Scotland's creative businesses will continue to be a priority and this year we will conclude the first phase of our work with the Scottish Funding Council to support effective links between the academic world and industry. We will also build on our successful Creating Care initiative, which has seen design businesses and healthcare professionals working together on creatively addressing health sector challenges. We will also work with other key sectors to increase awareness of the impact of creative businesses on education, place-making, community development and the wider economy.

Working with our partners in organisations such as Creative Edinburgh, Creative Dundee and Creative Stirling as well as through events such as XpoNorth, Dundee Design Festival and Graphic Design Festival Scotland, we will work to improve local creative industries activity. Our Place focused work will unlock opportunities via local development plans and through identifying under-utilised property, skills and resources, in support of creative businesses in their locality. We will continue to invest in Own Art making buying art easy and affordable for the general public.

We will take forward the work in the Western Isles on supporting the growth and development of the Gaelic creative industries sector and on the development of an art sales programme to support the inclusion agenda of organisations working with adults with learning difficulties and mental health issues. Our work with Creative Carbon Scotland will progress this year, identifying and sharing environmental best practice within key sectors.

We will continue to promote EU funding opportunities in the remaining period before Brexit, while encouraging creative businesses in Scotland to maintain international partnerships both within and beyond Europe.

Connecting Themes

Creative Learning

Creative Learning is fundamental to ensuring that future generations are equipped to build on today's successes as well as innovate on their own terms. Creative learning takes place when arts and cultural activity leads intentionally to the development of understanding, knowledge and skills.

We are committed to increasing the quantity and quality of opportunities for everyone to extend their understanding of themselves through engagement with the arts, screen and creative industries. We believe that this has huge benefits for individuals and society in terms of skills development, employability, as well as our happiness and well-being. Creative Scotland undertook a **review of our creative learning remit** during 2016/17. This work supports Creative Scotland and the wider sector to develop a shared understanding of creative learning. The review will inform Creative Scotland's future priorities for work in this area over the next five years.

As a result of feedback from the consultation undertaken during the review process, in 2017/18 we will host a series of events designed to share knowledge and practice across the sector and to facilitate connections with other public sector areas. We will continue our leadership of ACEnet – the informal network of policymakers in Culture

and Education from across Europe - and the International Teaching Artists Collaborative.

We oversee a number of Targeted Funding programmes that are committed to increasing the number of quality opportunities for young people to access artistic and creative experiences. We will continue to lead on delivering these activities, such as Time to Shine: Scotland's 10 year national arts strategy for people aged 0-25, the CashBack for Creativity Programme and the Youth Music Initiative (YMI).

Time to Shine was developed in consultation with over 1,700 stakeholders. To date (between November 2013 and September 2016) the strategy has delivered:

- Activity in 24 Local Authorities
- The involvement of over 38,000 young people
- The creation of 382 jobs and 449 volunteering opportunities
- The engagement of 227 partners
- Significant development in the involvement of young people in decision making at all levels.

From independent evaluation, there is strong evidence that Time to Shine is having a positive impact in empowering young people. This is leading to young people supporting others to develop youth-led approaches in other fields and is having a significant impact on their lives. We will continue to ensure that our funding, particularly YMI, CashBack, and Targeted Creative Learning budgets, remains aligned to the priorities of Time to Shine and deliver further benefits for children and young people.

We are now working to build on the momentum of Time to Shine and the legacy of its impact so far, for example by working in partnership with Young Scot to help them deliver the first year of the National Youth Arts Advisory Group project and the associated Nurturing Talent Fund. In parallel we are developing opportunities to provide maximum impact and reach from initiatives that will play a high profile role in directly supporting young people during the development of 2018 Year of Young People. This includes exploring the establishment of an Open Arts Fund for Young People (exclusively for YOYP 18), further

development of #UNCON 2.0 – the national youth arts conference as a partner event of YOYP 18; and the development of Our Shared World – a multi-partnership international project lead by young people.

Equalities, Diversity and Inclusion

Since 2013, when Creative Scotland first published Equality Outcomes, we have been working with partners across the country to deliver the objectives of our 10 year plan 'Unlocking Potential, Embracing Ambition'. Creative Scotland uses 'EDI' or 'Equalities, Diversity and Inclusion' to indicate our commitment to developing and supporting arts, screen and creative industries that are more representative of the diversity in Scotland today.

We believe that EDI is about creating the conditions for excellent art and creative production. Equality is about removing the barriers and diversity is about supporting and reflecting the different cultures in Scotland, enabling all artistic and creative voices to be heard. Inclusion is about creating the conditions for everyone to work in, engage with, participate in, and experience arts and creativity throughout the country.

Our strategies for the arts, screen and creative industries embed EDI throughout. Artists, cultural producers and arts organisations are vital for a healthy and dynamic society. They tell the stories of our growing diversity and help to promote freedom of speech and independent thought and ideas.

In 2015 we began a wide-ranging review of Equalities, Diversity and Inclusion, expanding our use of 'Equalities' to indicate that it also refers to diversity of creative practice and participation across the equalities characteristics, and we are clear this also includes socio-economic deprivation. We believe that there needs to be a fundamental shift in the way we all approach EDI. Diverse arts practice creates new debates and collaborations

One of the most important starting points for Creative Scotland is whether or not we meet our legal responsibilities under the Equality Act 2010. This year we published our **Mainstreaming Equalities, Diversity and Inclusion report**.

However, compliance is only the foundation, and alone will not realise Creative Scotland's EDI aspirations. A collective understanding that EDI is just as much a core business activity as any other is essential. We aim to bring about cultural changes, clearer understanding and more even application of EDI throughout the organisation.

Everyone who wishes should be entitled to expect access to work or participate in the arts, screen or creative industries, with fair reward, opportunities for personal development, and a say in how their workplace operates. It means that access to work and progress in the workplace should be on an equitable basis, and people should not be disadvantaged by background or circumstance. We know that if, collectively, we can establish a better working environment, Scotland's creative output will become stronger.

During this year we will further discuss the issues and barriers we all face in a series of 'Creative Conversations' learning from best practice, and challenging our thinking and approaches informed by Equality Matters (the first comprehensive review of Equalities, Diversity and Inclusion within Scotland's Screen Sector) and the Diversity in the Arts survey which had more than 1500 responses from people working in the arts sectors. We have published the analysis of this data, which together with other data and research, will help shape our development role, inform our funding guidance and further develop our equality action plan.

All organisations in the Regularly Funded portfolio have Equalities, Diversity and Inclusion plans in place, and **we have developed a toolkit** to help organisations build a successful, sustainable approach. We will also work to promote fair pay and conditions in the sector, and to achieve better gender diversity and balance in the workforce and on the Boards of organisations. We will be sharing EDI content on our website to support artists and organisations.

Digital

We will continue to embed digital as a connecting theme, promoting the normalisation of digital tools within operational and marketing activity, and supporting innovation in creative practice.

Through our Targeted Funding this year we will be focusing on how digital innovation can enable Scottish creative businesses to position themselves as market leaders. This will lead to support for a small number of projects that will guide best practice, showcase models of sustainability and address gaps in digital leadership.

We will also continue to develop our own digital communications channels as platforms for people and organisations that we support to talk about and promote their work. This includes proactive use of our website and social media channels as sources of information and tools for advocacy on behalf of the arts, screen and creative industries.

Environment

In 2013 we published our **Environment Policy**, and through working in partnership with Creative Carbon Scotland (CCS) we support cultural organisations in Scotland to develop their environmental sustainability, including measurement of their carbon emissions. We will be developing an Environmental Action Plan during this year.

We collect information on carbon emissions from Regularly Funded Organisations, and earlier this year (in partnership with CCS) we **reported the aggregated data** for the first time. We aim to improve the data we hold and our understanding and analysis. A priority for this year will be staff development so that all staff are better informed on the environmental impact of Creative Scotland's activity and the organisations that we fund.

We continue to measure and report Creative Scotland's carbon emissions and continue to try and reduce these across all of our activity. We are committed to fulfilling our responsibilities under the Climate Change (Scotland) Act (2009).

Local : Global

Place

Our Place ambition has the values of local community empowerment and geographic distinctiveness at its heart supporting and celebrating creative development in different places led by local partnerships, and helping to build resilient and supportive communities. We will explore further ways to improve social impact through our work.

Since 2011 we have developed 15 Place Partnerships across Scotland - of which 13 are currently still in progress. Place Partnerships are designed to encourage and support creative communities, Local Authorities, and other public agencies and partners to work together to develop opportunities, spark ideas, increase ambition and deliver creative activity that responds to the distinct opportunities and challenges in a locality to strengthen the creative development in their area. We will build on the learning from this programme and during this year we will map local creative networks across Scotland to gain a better understanding of the depth of creative activity within our communities. Through our focus on place working we can engage more deeply with local partners to embed place working in line with the values and best practice of community empowerment, building on our existing knowledge and maintain a good understanding of Local Authority areas and their creative communities.

We are currently delivering £30m of planned capital investment in our cultural infrastructure that will continue during 2017/18. Over this year we will complete a review of the Large Capital programme to inform any future capital investment priorities.

Gaelic Language Plan

We recognise that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. We are committed to the objectives set out in the National Plan for Gaelic and we have put in place initiatives to help ensure that Gaelic has a sustainable future in Scotland and, in particular, an integral role in Scotland's vibrant artistic and cultural life.

Our **Gaelic Language Plan** sets out how we use Gaelic in our operations, our communications and support Gaelic in our funding of the arts, screen and creative industries in Scotland. Our engagement with Gaelic language and Gaelic culture is already extensive but we also recognise that we could be doing more.

In terms of our funding, we support organisations, artists, practitioners and projects that have Gaelic content or reflect Gaelic culture. These cover the artistic and geographic spectrum from festivals such as Heb Celt and Celtic Connections, organisations such as Fèisean nan Gàidheal and Fèis Rois, through to multi-art form centres such as An Lanntair in Stornoway and organisations like Traditional Arts and Culture Scotland (TRACS) in Edinburgh.

We also support Gaelic language publication, literature and poetry, Gaelic theatre and visual art influenced by Gaelic culture.

We also work in partnership with MG ALBA and FilmG, developing Gaelic language broadcasting, TV and film.

We are in the process of updating our Gaelic Language Plan for 2017-2022 and this will be published in the Autumn 2017 following a period of public consultation.

Scots Language Policy

Creative Scotland values and appreciates the important role that Scots language has played, and continues to play, in shaping the cultural landscape of Scotland. Our Scots Language Policy, launched in 2015, reflects Creative Scotland's support for the status of Scots, alongside Gaelic and English, as one of the three indigenous languages of Scotland.

We recognise that Scots language is an integral part of Scotland's identity and cultural life and is the language of creative expression for a number of artists and creative practitioners across the country.

The policy affirms Creative Scotland's commitment to ensure ambitious and sustainable development of Scots language across the arts, screen and creative industries. Our goals are to enhance the status of Scots language among people and communities across Scotland; to promote the acquisition and development of Scots; and to encourage the increased use of Scots as a valid and visible means of communication.

Activity in Scots will be encouraged in the work of the individuals and organisations that we fund (including the portfolio of Regularly Funded Organisations and those supported through Open Project Funding and Targeted Funding).

Scots language will be increasingly represented in Creative Scotland communications. We will create effective platforms to grow awareness of the value of Scots – including activity with our staff, funded organisations and individuals – and we will work with partner organisations to take every opportunity to raise awareness, understanding and use of Scots both nationally and internationally and to highlight opportunities for further development.

The policy has been supported by the appointment of the first Scots Scriever in September 2015. A joint initiative with the National Library of Scotland, the project involved the appointment of Hamish Macdonald to a residency in the library, with a specific remit to produce contemporary work in Scots relating to the library archive, and to being a visible and energetic advocate for the use of Scots in the creative life of Scotland.

International

We will continue to work with the Scottish Government and other national and international partners including the British Council to support the delivery of our fifth strategic ambition to ensure that Scotland is a distinctive creative nation connected to the world. Our approach to working in the international arena, working with partners, and the organisations and individuals that we fund, aims to maximise our overview of the cultural landscape, identify the areas in which Creative Scotland can play a central leadership role, and seek to develop new opportunities and markets. Four core themes frame how this will be achieved:

- **Import** – Scotland’s communities and local economies experience the benefits of embracing high-quality international experiences
- **Export** – Scotland’s creative businesses maximise the potential of international markets. Excellent, high-quality work created in Scotland is widely promoted and enjoyed, and effective partnership working enables new international opportunities and markets to emerge
- **Cultural exchange** - Artists and creative practitioners have opportunities to deepen their practice through international dialogue, exchange and collaboration, broadening knowledge, insight, and innovation
- **Cultural diplomacy** - Strengthen international relationships promoting Scotland as an important global centre for the arts, screen, and creative industries with a richly diverse culture that has strong traditional roots and an appetite for experimentation and innovation. Strengthen political, economic, social, and creative relationships across countries linking into Government focus territories in the United States, Canada, Japan, India and Pakistan; partner city initiatives; and visiting international delegations.

Creative Scotland supports a breadth of festivals in Scotland through both our Regular and Open Project Funding, such as Celtic Connections, Glasgow International, Edinburgh International Film Festival, sound, and the Heb Celt Festival,

embracing high quality international experiences and creating long-term benefits for artists, communities and local economies. These festivals attract artists, audiences, and media from every continent, offering opportunities for cultural exchange and tourism across all of Scotland. This year Scotland celebrates the 70th anniversary of the Edinburgh Festivals.

We work in collaboration with VisitScotland, Local Authorities and Scotland’s other public bodies to support cultural events profiling Scotland’s contemporary and traditional culture and the increasing value of Cultural Tourism. We actively support the themed year programme and will have a particular focus in the Year of Young People in 2018 linking with young people across the world.

Communications

Alongside our commitment to supporting the arts, screen and creative industries through funding and development we have a remit to advocate and positively influence on behalf of the sectors we support.

To help deliver this remit is a clear Communications Plan for the year, with planned activity to support the broader work of Creative Scotland and the arts, screen, and creative industries. As well as describing the context within which our communications operate; the plan sets out the key areas of work for the year ahead in terms of corporate communications, media relations and PR, Government relations, digital communications (web and social media), marketing and enquiries, internal communications, events, Gaelic and Scots language and how this work supports the delivery of Creative Scotland's 10 year plan.

The aim of this communications activity is to:

- **Inform:** Ensure that all of our communications activity provides clear, accurate and appropriate information to the right people at the right time through the right channels.
- **Influence:** Communicate in a way that positively influences attitudes, awareness and appreciation of the arts, screen and creative industries among all of our audiences.
- **Inspire:** Use our communications to advocate for, promote and celebrate the work of the arts screen and creative industries to as large an audience as possible.

We will deliver communications support for Creative Scotland's planned work programme throughout the year, promoting this work across the arts, screen and creative industries.

We will continue to make effective use of digital communications as part of our overall Communications Plan for 2017/18, to promote and celebrate the work of the arts screen and creative industries to as large an audience as possible via our website and growing social media channels.

This will include active and daily use of social media to share the work of the arts, screen and creative industries as widely as possible; case

studies and features, developed in partnership with artists and creative organisations, published on a regular basis on our website; media and news releases; and a year-long events programme.

We will use our communications to expand and amplify our case for funding, including **Creativity Matters communications**, in order to increase awareness and understanding of the value that public funding for arts and culture delivers for Scotland and we will continue our focus on effective communications and positive relationship building with MSPs and Government.

Specifically, we will deliver effective communications support for Regular Funding 2018-21 – guidance, application, decision announcement and follow-up – with a dedicated communications plan.

We will measure the effectiveness of our communications activity through regular research with our audiences and report on this as part of our Annual Review.

Being a Collaborative Organisation

While Creative Scotland is the lead public sector body supporting the arts, screen and creative industries in Scotland, we also work in partnership with many people and organisations to help deliver this support.

We are committed to being an organisation that holds relevant expertise across our teams, as well as an organisation that is constantly learning. We achieve this through listening to the people who use our services; drawing on the expertise of all of the individuals, organisations, and public bodies that we work with, and utilising our collective knowledge and skills to inform every aspect of our work.

As a public body, we know we will deliver better services by working effectively in partnerships that have a clear purpose and stated outcomes. Our values support the Scottish Government's Public Service Reform principles:

- **Prevention** – Reduce future demand by preventing problems arising or dealing with them early on. To promote a bias towards prevention, help people understand why this is the right thing to do, the choices it implies as well as the benefits it can bring.
- **Performance** – To demonstrate a sharp focus on continuous improvement of the national outcomes, applying reliable improvement methods to ensure that services are consistently well designed based on the best evidence and are delivered by the right people, to the right people, at the right time.
- **People** – We need to unlock the full creativity and potential of people at all levels of public service, empowering them to work together in innovative ways. We need to help create ways for people and communities to co-produce services around their skills and networks.
- **Partnership** – We need to develop local partnership and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.

Embracing external expertise

In delivering this Annual Plan we will draw on our experience of extending our direct working relationship with individuals in the sector, benefitting from their extensive expertise, and increasing the visibility of our approach and processes. This expert advice has informed and supported many aspects of our work.

The Artistic and Creative Review Framework enabled us to bring together a pool of 45 Peer Reviewers, openly recruited from across the UK; their highly credible and extensive experience provided Regularly Funded Organisations with valuable, new, and independent perspectives on their artistic and creative activity, and will inform the development of further work this year.

While we carry out the assessment of Regular Funding, the expertise of 38 Assessors for Open Project Funding applications is bringing added value to the process.

The Screen Sector Leadership Group, which Creative Scotland administers, was established to ensure direct engagement with the screen industry and to enable public bodies to understand and respond to its needs better.

Members of Steering Groups for Sector Reviews – most recently Literature and Publishing – and for the Creative Learning Review, have brought insight, challenge, and objectivity to the process of developing key areas of work.

We are grateful to all who have contributed to each of these discrete areas of work and want to thank you for the wisdom, insight and care that you have contributed to our work.

Ongoing organisational development

In 2015/16 we began developing an ICT business plan for Creative Scotland. We will continue to develop and implement the ICT plan this year building on implementation of SWAN (Scottish Wide Area Network) last year to provide high quality data connectivity for both of our office sites and a foundation for the next stage of ICT renewal.

Since 2014 we have developed a more structured approach to managing our relationships with Regularly Funded Organisations, including strengthening the role of Lead Officers. We work with each of the RFOs to finalise individual funding agreements and have developed an RFO handbook that clearly states how we will meet our responsibilities, including our shared responsibility to manage public funds efficiently and effectively.

We will also be strengthening the information we collect on the work we fund. We will use this information in a more effective way to inform our own work, and share this information with people working in the arts, screen and creative industries as well as those who support and fund them.

In 2015 we published a **Quality Service Standard Framework** for Creative Scotland so that everyone knows the level of service they should expect from us as a public body, and we hold ourselves accountable for delivering the highest standards of public service.

It is people, their knowledge, and the quality of their relationships that makes us a successful organisation. Our People Strategy enables the achievement of our strategic and operational plans, aligning our structures and processes with our ambitions and values. It supports the delivery of our work and creates a place where people can work and flourish within a culture of trust and mutual respect. Last year we completed our first two-year People Strategy 2014-16 which had eight core priorities:

- Refresh our staff structure
- Training and skills development
- Developing leadership and management capability
- Effective people management
- Employee well-being
- Effective internal communication
- An estates strategy
- Effective systems and processes.

This year we will review the implementation of the People Strategy and develop our approach for the next two years ensuring that we fully embed the outputs of the current strategy.

During 2015/16 we moved to a revised operational structure so that people with the right skills and knowledge are focused on supporting their specialist areas. Creative Scotland is committed to providing and maintaining a culture of learning, development and continuous improvement for all employees and last year we launched 360 degree reviews to support staff development, and will continue to deliver organisation-wide learning and development interventions, including equalities, diversity and inclusion training, to enable the effective delivery of core business priorities.

Our employee well-being group has delivered a suite of activities providing information and learning on a variety of matters including mental health awareness, stress management, healthy eating, back care and general well-being. As a result of this excellent work we have been awarded the NHS Healthy Working Lives Bronze Award and will continue to work towards achieving the Silver Award.

We will conduct our second employee engagement survey this year, which achieved an excellent response rate of 90% from staff for the first survey in 2015. From the outputs of the previous survey four key themes were identified and staff groups worked closely with management to develop and implement action plans for improvement.

Summary Budget 2017/18

April 2017 – March 2018 Income

	GIA (£)	Lottery (£)	Total (£)
Scottish Government Grant in Aid (GIA) funding	32,112,000		32,112,000
Scottish Government restricted funds (for specific purpose)	13,342,092		13,342,092
UK National Lottery income		28,070,600	28,070,600
Funds from project partners	68,100	425,100	493,200
Total Income	45,522,192	28,495,700	74,017,892

April 2017 – March 2018 Expenditure

	GIA (£)	Lottery (£)	Total (£)
Regular Funding	26,615,169	5,844,804	32,459,973
Open Project Fund	124,600	10,420,400	10,545,000
Targeted Funding	14,147,546	10,087,100	24,234,646
Capital (previous awards)		2,965,000	2,965,000
Total Grants	40,887,315	29,317,304	70,204,619
Operating costs (including internal capital)	4,634,877	3,017,600	7,652,477
Total Committed Expenditure	45,522,192	32,334,904	77,857,095

April 2017 – March 2018 Operating Costs

	GIA (£)	Lottery (£)	Total (£)
Staff	3,155,100	2,087,400	5,242,500
Property and office costs	553,277	296,200	849,477
External relations, marketing, research and locations	186,000	155,000	341,000
Depreciation legal and professional fees	335,200	115,000	450,200
ICT	144,500	53,000	197,500
Other	260,800	311,000	571,800
Total Operating Costs	4,634,877	3,017,600	7,652,477

We monitor our operating costs as a percentage of expenditure. These are projected to be £7.6m in 2017/18, 9.8% of total expenditure. Lottery expenditure is budgeted to exceed income by £3.8m due to the planned commitment to capital projects where the cash outflow will occur in future financial years.

April 2017 – March 2018 Regularly Funded Organisations

	GIA (£)	Lottery (£)	Total (£)
Aberdeen Performing Arts	334,000		334,000
An Lanntair	388,334		388,334
Arika Heavy Industries	200,000		200,000
Artists Collective Gallery	295,000		295,000
Atlas Arts	150,000		150,000
Ayr Gaiety Partnership		75,000	75,000
Barrowland Ballet	140,000		140,000
The Beacon		200,000	200,000
Birds of Paradise Theatre Company		150,000	150,000
Catherine Wheels Theatre Company		213,750	213,750
Celtic Connections	183,333		183,333
Centre for Contemporary Arts	629,000		629,000
Centre for the Moving Image	1,066,000		1,066,000
Citizens Theatre	1,111,000		1,111,000
Citymoves	100,000		100,000
Comar	416,668		416,668
The Common Guild	185,000		185,000
Conflux Scotland	150,000		150,000
Cove Park	133,336		133,336
Craft Scotland	325,300		325,300
Cryptic	250,000		250,000
Cumbernauld Theatre	246,667		246,667
Curious Seed	138,585		138,585
Dance Base Limited	408,333		408,333
Dance House		80,000	80,000
Deveron Arts		110,000	110,000
Dovecot Foundation	100,000		100,000
Drake Music Scotland		118,000	118,000
Dundee Contemporary Arts	668,000		668,000
Dundee Repertory Theatre	1,085,150		1,085,150
Dunedin Consort	100,000		100,000
Eden Court	700,000		700,000
Edinburgh Art Festival	100,000		100,000
Edinburgh Festival Fringe Society	70,000		70,000
Edinburgh International Book Festival	278,667		278,667
Edinburgh International Festival	2,318,000		2,318,000
Edinburgh Printmakers	160,000		160,000
Edinburgh Sculpture Workshop	233,333		233,333
Edinburgh World City of Literature		95,000	95,000
Enterprise Music Scotland		225,000	225,000
Fèis Rois		220,000	220,000
Fèisean nan Gàidheal		466,667	466,667
Festival and King's Theatre		105,000	105,000
Fife Contemporary	103,137		103,137
Fire Exit	175,000		175,000
Fruitmarket Gallery	600,400		600,400
The Gaelic Books Council	207,000		207,000

April 2017 – March 2018 Regularly Funded Organisations

	GIA (£)	Lottery (£)	Total (£)
Glasgow Film Theatre	634,000		634,000
Glasgow International	90,000		90,000
Glasgow Lunchtime Theatres	150,000		150,000
Glasgow Print Studios	160,000		160,000
Glasgow Sculpture Studios	166,333		166,333
Glasgow Women's Library		100,911	100,911
Grid Iron Theatre Company	220,000		220,000
Hands Up for Trad		133,336	133,336
Hebrides Ensemble	183,334		183,334
Highland Print Studio	100,000		100,000
Horsecross Arts	333,800		333,800
Hospitalfield Arts	100,000		100,000
Indepen-dance (Scotland)		100,000	100,000
Imaginate		365,000	365,000
Janice Parker Projects	124,370		124,370
Luminate		100,000	100,000
Lung Ha's Theatre Company		151,180	151,180
Macrobert Arts Centre	412,000		412,000
Mischief La-Bas	205,000		205,000
Moniack Mhor	116,333		116,333
The National Piping Centre		150,000	150,000
National Youth Choir of Scotland		200,000	200,000
National Youth Orchestras of Scotland		216,666	216,666
North East Arts Touring		91,634	91,634
North Lands Creative Glass	186,000		186,000
NVA (Europe)	150,000		150,000
Paragon Ensemble	95,000		95,000
Peacock Visual Arts	264,000		264,000
Pier Arts Centre	266,666		266,666
Pitlochry Festival Theatre	425,000		425,000
Plan B Collaborative Theatre	158,702		158,702
Platform - Glasgow East Arts		110,000	110,000
Playwrights' Studio Scotland	193,311		193,311
Project Ability		143,334	143,334
Publishing Scotland	280,000		280,000
Puppet Animation Scotland	183,670		183,670
Rapture Theatre		125,000	125,000
Red Note Ensemble	215,000		215,000
Regional Screen Scotland		225,043	225,043
Royal Lyceum Theatre	800,000		800,000
Scottish Book Trust	859,932		859,932
Scottish Dance Theatre	896,520		896,520
Scottish Ensemble	333,334		333,334
Scottish Film Limited (Film Hub Scotland)		56,440	56,440
Scottish Music Centre	190,000		190,000
Scottish National Jazz Orchestra		227,675	227,675

April 2017 – March 2018 Regularly Funded Organisations

	GIA (£)	Lottery (£)	Total (£)
Scottish Poetry Library	316,668		316,668
Scottish Sculpture Workshop	195,000		195,000
Scottish Youth Dance		183,334	183,334
Shetland Arts Development Agency	250,000		250,000
Solar Bear		200,000	200,000
St Magnus International Festival	166,666		166,666
Stellar Quines		166,000	166,000
The Stove Network		50,000	50,000
Street Level Photoworks	147,000		147,000
Taigh Chearsabhaigh Trust	101,000		101,000
Timespan – Helmsdale Heritage and Arts Society	101,612		101,612
The Touring Network		120,000	120,000
TRACS	449,000		449,000
Tramway	380,000		380,000
Transmission Gallery	70,000		70,000
Travelling Gallery		153,333	153,333
Traverse Theatre	812,675		812,675
Tron Theatre	807,000		807,000
Vanishing Point Theatre Company	247,000		247,000
Visible Fictions	220,000		220,000
Voluntary Arts Scotland		100,000	100,000
Wigtown Festival		58,500	58,500
Woodend Arts		134,000	134,000
The Work Room	110,000		110,000
Youth Theatre Arts Scotland		125,000	125,000
Total	26,615,169	5,844,804	32,459,973

April 2017 - March 2018 Targeted Arts and Engagement Funds

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Youth Music Initiative*	Supporting music-making opportunities for young people aged 0-25 years	9,000,000		9,000,000
CashBack for Creativity*	Offering young people (10-25 years) across Scotland the opportunity to engage in creative and cultural activity	874,092		874,092
Time to Shine - National Youth Performing Arts Companies*	Support for SYT to deliver activities in line with their new Business Plan and to support YDance, NYOS and NYCoS to develop their international ambassadorial role	250,000		250,000
Sistema*	Intensive orchestral programme for school-age children and young people to create permanent social change in some of the most deprived communities in Scotland	455,000		455,000
Arts Strategy	Delivery of the Arts Strategy	87,964	250,000	337,964
Book Week Scotland	A week-long celebration of books and reading that takes place every November		200,000	200,000
Gavin Wallace Fellowship	Funding for a host organisation to provide a year-long writing fellowship to one writer to develop their work		25,000	25,000
Artists Rooms	Collection of international contemporary art for touring exhibitions across Scotland		55,000	55,000
Cross Border Touring	Joint fund with UK arts councils supporting large-scale lyric touring		175,000	175,000
Trad Arts (devolved)	Devolved fund to supporting traditional arts		35,000	35,000
Creative Learning Plan and Creative Learning Networks	Partnership fund with Education Scotland for implementation of Creative Learning Plan and supporting Creative Learning Networks in Local Authorities		150,000	150,000
Creative Learning Strategic Development	Funding to support implementation of Creative Learning Review		80,000	80,000
Literature Translation	Devolved fund to Publishing Scotland supporting translation of Scottish literature		30,000	30,000
Gaelic Development	Funding to support Gaelic developmental activity		90,000	90,000
SCAN	Member led network committed to championing and supporting the contemporary art sector in Scotland		50,000	50,000
Time to Shine	Development of Youth Arts Strategy including National Youth Arts Advisory Group, Nurturing Talent Fund, and contribution to Year of Young People		215,000	215,000
Scots Scriever	Partnership with National Library of Scotland funding the first ever Scots Scriever		25,000	25,000
Total		10,667,056	1,380,000	12,047,056

* Scottish Government restricted funds for particular purposes.

Screen Funds

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Screen Fund	Five routes for Screen funding: <ul style="list-style-type: none"> • Market and Festival Attendance • Single Project Development Funding • Production Funding • Distribution and Exhibition Funding • Slate Development Funding 		4,050,000	4,050,000
Production Growth Fund	Non-recoupable grant to help grow the screen production sector and deliver direct economic benefit to Scotland	500,000	500,000	1,000,000
Scottish Film Talent Network	Industry led programme supporting new and emerging filmmaking talent (co-funded by the BFI)		200,000	200,000
Film Strategy (Talent and Skills Development)	Address priorities as set out in the screen strategy Creative Scotland on Screen - 2014-2017, supporting craft, technical, writing and directing talent		477,000	477,000
Film Education	Inspiring future filmmakers and driving the improvement of film and moving image education in every context through partnerships such as the BFI Film Academy and the 5-19 Moving Image Education Programme		435,000	435,000
Creative Europe	Creative Europe Desk supporting the EU Creative Europe Media and Cultural programmes	100,890		100,890
Shared Resource Facility	Establishing a service which will provide Independent Producers Scotland (IPS) members with access to specialist business support and advice		250,000	250,000
Inward Investment	Screen Commission Recce Fund and marketing Scotland internationally		220,000	220,000
Exhibition, Distribution and Audiences	Supporting high quality cinema for all		70,000	70,000
Film Access Network Scotland	Programme led by Screen Education Edinburgh for the expansion of the Moving Image Arts A level in 2017/18 and development of FastForward, a youth film festival and year round programme		200,000	200,000
Total		600,890	6,402,000	7,002,890

Creative Industries

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Creative Industries	Delivery of the Creative Industries strategy		526,000	526,000
Own Art	Making buying art easy and affordable for the general public		55,000	55,000
Total			581,000	581,000

Strategy

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Equalities, Diversity and Inclusion	Strategic development of artists working in residential care; and work around the integration of refugees		90,000	90,000
Place, Partnerships and Communities	Creative Networks mapping and development		22,600	22,600
International Partnerships and showcases	Development of international partnerships and supporting Scottish representation at international showcases		344,500	344,500
National Lottery Awards for All	Partnership with Big Lottery Fund providing awards to help improve local communities and lives of people most in need		550,000	550,000
Visual Artist and Craft Maker Awards	A devolved fund to Local Authorities providing artist and craft maker development awards		165,000	165,000
Total			1,172,100	1,172,100

Sector Organisations

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Federation of Scottish Theatres	Development body for professional dance, opera and theatre in Scotland		210,000	210,000
Cultural Enterprise Office	Enterprise support for the Creative Industries	163,000	337,000	500,000
Arts and Business Scotland	A conduit between the cultural and business sectors, helping to nurture creative, social and commercial relationships (including funding for Culture and Business Fund Scotland)	300,000	200,000	500,000
Culture Republic	Audience information, digital insights and marketing communications support for Scotland's arts and cultural organisations		350,000	350,000
Creative Carbon Scotland	Partnership of arts organisations working to put culture at the heart of a sustainable Scotland		150,000	150,000
Total		463,000	1,247,000	1,710,000

Other

Name of Fund	Purpose	GIA (£)	Lottery (£)	Total (£)
Expo Fund*	Scottish Government funding to raise the international profile of Scottish artists through the promotion of Scottish work	2,100,000		2,100,000
Festivals Edinburgh*	Supporting Edinburgh's Festivals in sustaining and developing their position as the world's leading festival city	200,000		200,000
Strategic Fund	Fund for strategic projects	100,000	30,000	130,000
Legacy grant programmes	Payment commitments due this year on historic grant programmes	16,600	25,000	41,600
Prior Year Grant adjustments	Adjustment for withdrawn or unused grant awards		-750,000	-750,000
Total		2,416,600	-695,000	1,721,600
Total Targeted Spend		14,147,546	10,087,100	24,234,646

*Scottish Government restricted funds for particular purposes

Planning and Performance Management

Creative Scotland's Performance and Planning Framework ensures a comprehensive and integrated process is adopted by all parts of the organisation.

The planning cycle helps us to achieve progress, to measure that progress and to ensure accountability for the delivery of the objectives set out in our 10 year plan, strategies and annual plans. This includes both quantitative and qualitative measures using case studies, impact research, internal and external data.

Our Performance Management Framework, coupled with the annual planning and reporting cycle, is a means to helping us continuously improve and to report transparently.

Creative Scotland's performance against its strategic objectives is reported through the Annual Review of Performance published in December following each financial year end. The Annual Review also reports on the alignment of

Creative Scotland's strategic objectives to the Scottish Government's National Performance Outcomes. We will continue to develop better ways of measuring the value placed on that work, its quality and its impact on society and its contribution to an economy of inclusive growth.

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.

— Performing against Our Ambitions —

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

Performance Indicator	Measure	Source	Baseline 2015/16
1.1 The number of individuals and organisations across Scotland supported to develop and produce high quality work	The number and value of Creative Scotland funding awards - by organisation/individual, type of funded activity, primary art form and geographic location	Creative Scotland funding operations data	In 2015/16, we supported 118 Regularly Funded Organisations (RFOs) to support core running costs, deliver their work programmes, deepen their engagement with the public and broaden their professional networks. We made 567 awards through Open Project Funding and 443 awards through Targeted funding in 2015/16
1.2 The number of high-quality events supported across Scotland	The number of performances, screenings and publications delivered through Creative Scotland Funding, by, art form and geographic location.	Annual Statistical Survey of Regularly Funded Organisations Open Project Fund end of project monitoring	Regularly Funded Organisations reported that they delivered 96,653 public events in 2015/16, including 63,402 performances, 590 exhibitions and 25,370 screenings. The 331 end-of-project returns received against awards made in 2015/16 record a further 6,581 public events

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

Performance Indicator	Measure	Source	Baseline 2015/16
2.1 The level of cultural engagement across Scotland	The percentage of adults engaging in arts and culture across Scotland - by type of cultural activity and frequency of participation	Scottish Household Survey	The 2015 Scottish Household Survey found 91.9% adults engaged in culture in 2015, either by attending or visiting a cultural event or place, or participating in a cultural activity in the previous 12 months
2.2 The number of opportunities for cultural engagement for children and young people	The number of children and young people engaging in Creative Scotland funding activity, including Creative Learning programmes	Creative Scotland funding operations data Ongoing evaluation of YMI, CashBack and Time to Shine	In 2015/16 Creative Scotland's 118 RFOs delivered 71,302 education and outreach events, providing over 1.62 million opportunities for participation. Creative Scotland also leads on Time to Shine, the Youth Music Initiative and CashBack for Creativity; collectively, these programmes engaged with over 307,000 young people in 2015/16
2.3 Measure of diversity of work presented in Scotland	The number, value and type of work that is focused on artists and/or audiences defined within Creative Scotland's EDI strategy (EDI Outcomes and Action Plan)	Annual RFO Statistical Survey of Regularly Funded Organisations Open Project Fund end of project monitoring	No current baseline. Baseline year will be 2017/18

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

Performance Indicator	Measure	Source	Baseline 2015/16
3.1 Public perceptions of national and local creativity	% Difference between agreement that 'Scotland is a creative nation' and % agreement that 'my local place is a creative place'	Creative Scotland's annual omnibus survey	In the 2015 omnibus survey 88% of respondents told us that they felt Scotland is a creative nation. Less than two-thirds (60%), however, were of the view that their local area is a creative place
3.2 Public perceptions of the value of local cultural offer	% Agreeing that people in their local area would lose something of value if the area lost its arts and cultural activities	Creative Scotland's annual omnibus survey	In the 2015 omnibus 71% of respondents agreed that people in their local area would lose something of value if the area lost its arts and cultural activities

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

Performance Indicator	Measure	Source	Baseline 2015/16
4.1 Number of professional development opportunities, including youth employment opportunities	The number of professional development opportunities supported by Creative Scotland funding, including through youth employment opportunities	Creative Scotland funding application data, annual returns and end of project monitoring	In returns to our Annual Statistical Survey for 2015/16, RFOs reported that they organised 14,331 events supporting artists, artistic development or professional training, attracting over 44,869 participants. They commissioned 1,285 artists and creative practitioners to create new work, delivered 996 residencies and provided support-in-kind to a further 4,242 artists and creative practitioners. In 2015/16 Creative Scotland made 145 awards through Open Project Funding to support leadership training opportunities, professional development and work placements. A further 25 awards (to the value of £990k) were made through Targeted routes to support professional development. Analysis of returns from the Annual Statistical Survey also shows that RFOs collectively employed more than 408 young people through youth employment initiatives, compared to 352 in 2014/15
4.2 Range of income streams accessed by funded organisations	The number, value and type of income streams of Regularly Funded Organisations, including earned income and voluntary giving	Creative Scotland RFO Annual Statistical Survey	RFOs drew on a range of additional income sources in 2015/16, to a total of £109m. This included £4.1m in donations, gifts and legacies and £6.3m from Trusts and Foundations. Organisations reported a total of £68.7m in earned income

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

Performance Indicator	Measure	Source	Baseline 2015/16
5.1 The number of international engagement opportunities supported through Creative Scotland funding	The number and value of Creative Scotland funding awards with a focus on international exchange and showcasing	Creative Scotland funding operations data Creative Scotland RFO Annual Statistical Survey	In 2015/16 Regularly Funded Organisations toured to 85 international venues across Europe, Australia, Asia and North America. In addition, our funding programmes for 2015/6 supported 131 awards enabling international exchange through Open Project and Targeted Funding, with a total value of £1.3m. We also made 51 awards that specifically supported the showcasing of international work in Scotland, to the value of £1.1m. In 2014/15 our funding programmes supported 94 awards enabling international exchange and creative development, with a total award of £1.8m and 66 awards that specifically supported the showcasing of international work in Scotland, to the value of £2.3m
5.2 International perceptions of Scotland's cultural offer	% of positive perceptions of Scotland's culture as measured by national brand index	Anholt-GFK Roper Nation Brand Index	Scotland's overall score on the NBI was 61.8 in 2014 (the most recently published report), slightly up from 60.1 in 2012. The score has increased slightly from the baseline score of 60.2 (2008) and positions Scotland 17th across 50 evaluated countries. The Culture dimension of the NBI measure increased from 4.4 in 2012 to 4.5 in 2014

Creative Scotland Operational Performance

Performance Indicator	Measure	Source	Baseline 2015/16
6.1 Satisfaction with Creative Scotland services	% of surveyed funding applicants reporting positive interaction with Creative Scotland	Creative Scotland 6 monthly Stakeholder Survey	In the March 2016 survey, the number of respondents satisfied with communications with Creative Scotland was 88%. In this survey 66% rated the application process as good, very good or excellent
6.2 Efficiency of Creative Scotland funding administration	% Applications processed within published time frame, including award payments	Creative Scotland funding operations data	In 2015/16 we received and processed 1,857 applications to our Open Project Funding programme. Overall, 79% of applications to the Open Project Fund were processed within the specified time frame. There is no current baseline for this measure. Baseline year will be 2016/17
6.3 Funding for the arts, screen and creative industries leveraged through Creative Scotland strategic partnerships	Value and source of additional funding accessed as a result of Creative Scotland partnerships	Creative Scotland funding operations data	In 2015/16 our strategic partnerships secured over £5.08m of leveraged funding
6.4 Level of staff engagement and satisfaction	% of staff agreeing that Creative Scotland is a good place to work	Creative Scotland Staff Survey	Our 2015 staff survey (the most recent) found that 61% of staff would recommend Creative Scotland as a good place to work

Delivering National Outcomes

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

To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

The NPF sets out 16 National Outcomes describing what the Government wants to achieve over the next 10 years. Creative Scotland will monitor our performance against seven National Outcomes, as follows.

National Outcomes

NO2

We realise our full economic potential with more and better employment opportunities for our people.

NO3

We are better educated, more skilled and more successful, renowned for our research and innovation.

NO4

Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

NO7

We have tackled the significant inequalities in Scottish society.

NO13

We take pride in a strong, fair and inclusive national identity.

NO14

We reduce the local and global environmental impact of our consumption and production.

NO16

Our public services are high quality, continually improving, efficient and responsive to local needs.

Although our current work relates most directly to these National Outcomes, we contribute to all 16 to a greater or lesser extent. Project evaluation will continue to provide evidence of impact in other areas – for example on Arts and Justice, and Health and Well-being.

55 National Indicators track progress towards the Purpose and National Outcomes. Creative Scotland is a named partner for delivery against two of these Indicators, as below:

National Indicator	Measures in support
Increase Cultural Engagement	Cultural participation and attendance through the Scottish Household Survey
Improve Scotland's Reputation	Scotland's overall score on the Anholt-GfK Roper Nation Brands Index

We will also report on:

NDPBs need to make a statement of progress against Government expectations. This includes progress on public sector reform, shared services, fraud prevention, youth employment and fair pay.

We have a duty to report every other year on 'Mainstreaming Equalities', to publish equality outcomes and report progress for equality groups and people from less advantaged backgrounds.

We will report progress against the commitments made in our Gaelic Language Plan, published in 2012-13 (and being updated in 2017).
























We need to report our audited accounts for both Grant in Aid and UK National Lottery funds on an annual basis and to obtain both a positive audit report in the statutory accounts and to have adequate financial controls for the internal audit's annual report.

We also report procurement Key Performance Indicators to the Scottish Government on a monthly basis.

We need to ensure value for money for the taxpayer, achieving economy, efficiency and effectiveness in all our operational activities.

We are in the process of creating a framework to be able to report against our commitments to environmental sustainability, including providing a Public Sector Sustainability Report as required under the Climate Change (Scotland) Act 2009. We are committed to assisting those we fund, and our partners, in improving performance on environmental sustainability.

Alignment of Creative Scotland's Strategic Objectives to National Outcomes

Scottish Government National Outcomes ¹	Creative Scotland Strategic Ambitions				
	Excellence and experimentation across the arts, screen and creative industries is recognised and valued	Everyone can access and enjoy artistic and creative experiences	Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity	Ideas are brought to life by a diverse, skilled and connected leadership and workforce	Scotland is a distinctive creative nation connected to the world
National Outcome 2 We realise our full economic potential with more and better employment opportunities for our people					
National Outcome 3 We are better educated, more skilled and more successful, renowned for our research and innovation					
National Outcome 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens					
National Outcome 7 We have tackled the significant inequalities in Scottish society					
National Outcome 13 We take pride in a strong, fair and inclusive national identity					
National Outcome 14 We reduce the local and global environmental impact of our consumption and production					
National Outcome 16 Our public services are high quality, continually improving, efficient and responsive to local people's needs					

¹ <http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome>



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