Unlocking Potential
Embracing Ambition

a shared plan for the arts, screen and creative industries
2014-2024
Who We Are

Creative Scotland is the public body that supports the arts, screen and creative industries across all parts of Scotland on behalf of everyone who lives, works or visits here. We enable people and organisations to work in and experience the arts and creative sectors in Scotland. We do this by helping others to create culture through developing great ideas and bringing them to life.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ten Years’ Time</td>
<td>6</td>
</tr>
<tr>
<td>A Shared Vision</td>
<td>13</td>
</tr>
<tr>
<td>Ambitions &amp; Priorities</td>
<td>17</td>
</tr>
<tr>
<td>Connecting Themes</td>
<td>24</td>
</tr>
<tr>
<td>Our Purpose</td>
<td>32</td>
</tr>
<tr>
<td>People &amp; Creativity</td>
<td>41</td>
</tr>
<tr>
<td>The Creative System</td>
<td>47</td>
</tr>
<tr>
<td>Working with Government</td>
<td>52</td>
</tr>
<tr>
<td>Find Out More</td>
<td>56</td>
</tr>
</tbody>
</table>

Lahore-based artist Fahd Burki at Doors Open Day at Edinburgh Printmakers.

*Photo: courtesy of Edinburgh Printmakers.*
Some of the moments we haven’t forgotten by Indepen-dance 4, an inclusive ensemble which consists of Hayley Earlam, Adam Sloan, Neil Price, and Kelly McCartney.

Photo: Brian Hartley.
Ten Years’ Time

2014
Scotland’s geography spans highlands and lowlands, urban and rural areas, some 11,000km of coastline and nearly 800 islands. It is home to 5.3 million people, living and working in communities across 32 local authorities. Our creative culture is increasingly diverse, reflecting and interrogating history, shaping and anchoring people and communities, and supporting over 65,000 creative jobs worth nearly £3 billion to Scotland’s economy every year.

What do we want Scotland to be in 10 years’ time?

We want Scotland to be a place where the arts, screen and creative industries are valued and recognised, where artists and creative people are flourishing and thriving, and where everyone, everywhere, is interested and curious about creativity.

Scotland’s diversity and distinctiveness, reflected in our indigenous languages, Gaelic and Scots, and strengthened by an increasing range of other cultural influences, will be visible to the rest of the world.

Our vast pool of layered and textured cities, towns and environments will be recognised as being born out of unique and individual circumstances. Arts and creativity will be valued and understood as part of their character. The special intimacy of local creativity in places like Helmsdale, Langholm and Ullapool will be as present in our tapestry, as organisations such as the Edinburgh Festivals, the National Galleries, the Scottish Chamber Orchestra and the V&A in Dundee.

Creativity will become the warp and weft of new social connections, across diverse communities, backgrounds and lifestyles. People will seek to access and drive creativity locally in their own communities as well as being proud to tell stories, sing songs, play music and create connections through dance, art, theatre, craft, literature and film.

They will do this with confidence and heart, representing what it means to be of Scotland, welcoming audiences to witness creative encounters from artists and companies from many cultures and parts of the world. They will share experiences, celebrate life and explore questions about existence, humanity and relationships, through beauty, compassion and humour, gifting this nation with spirit and enquiry across its population. Artists and creative people will influence daily life and as a consequence be regarded as invaluable sources of advice and inspiration for policy makers at both local and national levels – operating in spheres such as health, economic growth and education as well as within the cultural domain.

Scotland will be an environment where more artists and creative people can generate a healthy income as a result of their endeavours. People working across the arts and creative sectors will have built on successful achievements to date and raised their game through the development of new skills, networks and business models in Scotland and across the world. New companies and organisations will have been formed, some at scale, creating new jobs across the creative sectors. The quality of their work will be internationally acclaimed and recognised across Scotland as world class.

It will continue to be globally ground-breaking in its creative industries, punching well above its weight in terms of innovation and economic output. The creative system we are putting forward in this plan will be recognised as seeding a creative renaissance.

Every young person will expect the arts and creativity to be part of their lives – through education, through friends, through social experiences and online. Together they will shape a new future stemming from a deep understanding of our cultural past, our traditions and languages, and a passionate ambition to shape a rich and rooted future for themselves and their children, everyone who visits and those that stay. We will be a warmly welcoming place based on the quality and calibre of our cultural offer and the powerful role that the arts, screen and creative industries play within that. People will flock to Scotland to visit, to work and to play, virtually, as well as in our real world. All will draw strength from our creative endeavour no matter who they are, and wherever they are.

Scotland will be a creative force to be reckoned with. Leading the way, as a nation which understands human beings, their drives and their needs and which opens its arms to everyone’s creative potential whether they want to be a world leading violinist, a leading edge architect or designer, or someone who wants to transform people’s lives by liberating them through dance, the written word, art, films, games, theatre or song.

It will be a great place to be. We believe this is a place it can be. We are looking forward to working with everyone in Scotland and beyond to realise this vision.

Janet Archer
Chief Executive
Only the arts can fully express our passionate love of place, the layered beauty of our land and townscapes, the rich complexity of our stories, and the contribution we wish to make to our troubled planet at this pivotal twenty first century moment in time.

Donald Smith
Scottish Storytelling Centre / TRACS (Traditional Arts and Culture Scotland)

Introduction from the Chair

I am encouraged that this plan has been developed in collaboration with hundreds of people working across the arts, screen and creative industries. I hope everyone who reads it will come to share in its ambition and work with us to deliver it.

Naturally, there is an element of continuity in the plan as we want to build on what has been successful. The plan also has a fresh perspective and new ideas. These come out of the realisation that some things can and must be done better, the introduction of new faces to the team and the insights of a great many practitioners.

Much has already been achieved to the benefit of the arts and cultural community and, importantly, the people of Scotland. We can count it as a success that we have increased cultural provision and engagement across all parts of Scotland. Our successful programme of ‘place partnerships’ with local authorities and the Creative Place Awards, have both involved and celebrated many communities across the length and breadth of the country.

On the other hand, a great deal of work lies ahead if we are to make the most of the richness and diversity of arts and culture in Scotland, and to further develop the connections across the arts, screen and creative industries at home and abroad.

We are ambitious for all the sectors covered by our remit. We are also ambitious to see more links created across Scotland’s broader cultural footprint, including our national performing companies, our museums, galleries and libraries, our heritage and the range of cultural activities delivered through local authorities.

Sir Sandy Crombie
Chair
The National Youth Choir of Scotland conducted by Artistic Director, Christopher Bell.

Photo: Drew Farrell.
Many contributions have helped shape this vision.
A thousand people working in the arts, screen and creative industries have informed this vision and the broader plan, through our programme of Open Sessions in the spring and autumn of 2013, through an external reference group and through direct discussion. Our Board and staff have also contributed, as have our partners across the Scottish Government, local authorities and the wider public, private and voluntary sectors. We have also considered the views of the public as expressed through online consultation and commentary.

Scottish Dance Theatre’s Lewis Wilkins in *Innocence*, a unique performance playroom where the audience explore William Blake’s *Songs of Innocence*. 
Photo: Maria Falconer.

A Shared Vision

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 imagination and ways of doing things; and where the arts, screen and creative industries are confident, connected and thriving.
YDance, Scotland’s national youth dance organisation.

Photo: Paul Watt.
Creativity and the arts is the mirror by which we see ourselves, understanding who we are and who we might be. They make us appreciate our weaknesses, face our fears and, most importantly, appreciate the humanity in us all.

Adrian Searle
Publisher, Freight Books

Ambitions and Priorities

These five ambitions frame our collective aims over the next ten years. Underneath each we have identified priorities to inform our work over the next three years.

These will inform funding guidelines and decision-making and our own development plan.
We will not expect everyone that we fund to fulfill every ambition or priority.
We will, however, hold ourselves to account against these ambitions and priorities. We will expect to report success against them over the course of this period through our role as a funder, advocate, development body and influencer. To achieve this we will develop clearer funding agreements with funded organisations and make strategic decisions to ensure the plan’s overall delivery.
Over the next ten years, we want Scotland to be a country where:

**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.
Sitting under these ambitions our priorities for the next three years are:

<table>
<thead>
<tr>
<th>Ambition</th>
<th>Priorities</th>
<th>What does success look like</th>
</tr>
</thead>
</table>
| Excellence and experimentation across the arts, screen and creative industries is recognised and valued | • Support individuals and organisations across Scotland to develop and produce high quality work  
• Create space for debate, critical thinking, risk and experimentation, encouraging connections across the arts, screen and creative industries, making the most of digital technologies  
• Establish and signpost clear pathways to enhance careers and support emerging talent | Scotland is home to many thriving and connected communities of artists, creative people and organisations, working in a diverse range of forms and genre. They are visible and recognised for the quality of their thinking, work and contribution to society.  
Artists and creative people are supported both financially and empathetically, so they have time and space to develop their practice and produce thoughtful, inspiring, high quality work.  
Research, development, critical thinking and self-reflection are all recognised.  
People can access many paths to pursue a career in the arts, screen and creative industries, at any stage of their lives.  
Information and support are available Scotland-wide, and emerging artists can quickly become connected to information, opportunities and to each other, as well as to a network of organisations to present their work.  
New technologies are celebrated as opportunities for everyone to produce and share ground-breaking work. |
| Everyone can access and enjoy artistic and creative experiences | • Ensure that everyone can engage with the work we fund, whoever or wherever they are  
• Strengthen the presentation, touring and distribution of work, through digital platforms and encouraging collaboration  
• Foster an environment where participants, audiences and consumers value and can confidently engage with the arts, screen and creative industries | The arts, screen and creative industries are recognised as widespread and inclusive.  
The social and economic benefits they bring to our communities are understood and valued.  
People of all ages and from different types of communities from all parts of the country, including language communities such as Gaelic and Scots, can have deep and meaningful engagement with arts and creativity.  
People can access arts and culture through widespread digital access, as well as live events and performance, on screen and in exhibitions.  
Organisations and individuals that we support work collaboratively and imaginatively to increase opportunities for people to engage and participate. They explore new ways and platforms for people to access artistic and creative work and help audiences to engage with a diversity of experiences. This will include providing explanations, interpretations and translations where appropriate. |
| Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity | • Work in partnership with local authorities and others to help transform communities through creativity  
• Support the development of infrastructure, creative hubs and networks that enhance visibility and value for communities  
• Encourage socially engaged practice that stimulates public engagement and value | Arts, creativity and culture are recognised and celebrated by communities and policy makers across all parts of Scotland.  
Locally distinctive work is valued and encouraged.  
Closer collaboration with other national agencies including heritage, language, local authorities, artists, arts organisations and creative enterprises, leads to the best use of resources across urban and rural communities.  
Scotland’s national culture in its broad sense is better understood, spanning contemporary practice, traditional arts in Gaelic and Scots and work inspired by Scotland’s languages.  
Scotland welcomes cultural diversity and contributions from other languages spoken here, from Punjabi and Urdu to Polish and Arabic.  
Arts, screen and creative industries across Scotland are connected, more visible and create more employment opportunities.  
There is improved knowledge and understanding of how creativity generates wellbeing for everyone. |
Ideas are brought to life by a diverse, skilled and connected leadership and workforce

- Work with organisations to develop shared leadership across sectors that is knowledgeable, confident and ambitious
- Support the development of sustainable business models
- Strengthen the talent and skills needed to develop sustainable careers through sectoral partnerships including with higher education

Scotland is a distinctive creative nation connected to the world

- Deepen artistic and creative practice through international dialogue and exchange
- Support international touring and showcasing in Scotland to engage audiences and promote cultural understanding
- Support creative organisations and practitioners to access and develop relevant global markets

Scotland is recognised as an important centre for the arts, screen and creative industries. Its richly diverse culture has strong traditional roots and an appetite for experimentation and innovation. It is known to embrace international cultures, welcome visiting artists and inspire audiences with work from across the world. Artists and creative practitioners have opportunities to deepen their practice through international dialogue, exchange and collaboration. Excellent work from Scotland is widely promoted and enjoyed, and effective partnership working enables new international opportunities and markets to emerge.

What does success look like?

- There are strong partnerships in place between public agencies, education, artists, creative people and organisations to develop talent and skills.
- Diverse talent across the arts, screen and creative industries is identified and nurtured. People have increased skills through learning, sharing knowledge and easy access to information and networks.
- Confident, well informed, diverse leadership ensures joined up thinking and maximises public resources.
- New creative business models provide stability and new opportunities for individuals and organisations.
- World-class ideas stimulate new income streams and advance planning unlocks artistic, creative and economic opportunity.

Long-term relationships and partnerships are in place that maximise benefits and impact for artists, creative practitioners and audiences in Scotland and abroad. The EU’s Creative Europe 2014-2020 strategy is consistent with our ambition: “International dialogue and benchmarking at the levels of policy, strategy and performance will bring rewards in stimulating innovation, dialogue and recognition from beyond the sectors.” We plan to apply this approach across our wider international remit. We will produce an international strategy which will explain how we will achieve this.
King Creosote performing as part of Withered Hand in the Scottish Showcase at SXSW, Austin, Texas.
Photo: Drew Farrell
Learning is fundamental to ensuring that future generations are equipped to build on today’s successes as well as innovate on their own terms.

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 this has huge benefits for individuals and society in terms of skills development and employability.

Cultural participation also makes a significant contribution to our individual and collective happiness and wellbeing.

Our creative learning work is conducted in partnership with organisations across the arts, screen and creative industries and other areas of Government and public life.

An important example of this is Scotland’s first Creative Learning Plan, developed in collaboration with Education Scotland and other partners.

Creative Scotland also leads on Time to Shine, Scotland’s National Youth Arts Strategy for ages 0-25. Through this strategy we work with young people in the arts to achieve the vision of “supporting all Scotland’s children and young people to flourish and achieve in and through the arts and creativity”.

As well as our ambitions and priorities, there are four connecting themes that run through all aspects of our work. These themes resonate in our own work and the work that we support. We believe these are essential to the thriving, engaged and valued arts, screen and creative industries in Scotland.

As part of funding applications, evaluations and reviews, we will ask organisations to tell us what they are achieving in these four areas.

The four connecting themes are:

- **Creative learning**
- **Equalities and diversity**
- **Digital**
- **Environment**

**Creative Learning**

We want to encourage organisations including ourselves, to be responsive, adaptive and continually learn.

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Some examples of how we will work in future include:

- Supporting our staff to develop increased understanding of learning so that they can embed it across all of our work
- Requiring funded organisations to report to us on their creative learning work
- Consolidating existing, and developing new, partnerships with other learning organisations such as Education Scotland and the Scottish Funding Council
- Advocating for the value of creative learning across the public, voluntary and private sectors
- Regularly publishing the outcomes of the collective work achieved through our Creative Learning Plan.

Our ambition is that all areas of our work, and the work that we support, increases the role and influence of the arts, screen and creative industries in wider society through lifelong learning.
Unlocking Potential

Equalities and Diversity

Equalities and diversity are integral to all of our work and essential to delivering quality in the arts, screen and creative industries.

We aim to put equalities and diversity at the heart of all our activity.

We believe that participation and engagement with the arts can help promote equality and contribute to wellbeing. People from diverse communities, backgrounds and of all ages can discover significant life opportunities through access to the arts.

Equalities are about supporting a diverse culture in Scotland, enabling all artistic and creative voices to be heard and working to maximise opportunities to engage with, and participate in, arts throughout the country.

We will work to foster understanding and establish positive attitudes between people from different cultural backgrounds. We will also fulfil our statutory requirements to support and promote the value of indigenous culture and language, such as Gaelic and Scots.

We have a statutory requirement to support Gaelic language, primarily through our own Gaelic Language Plan but also by recognising the important role that arts and culture play in increasing the visibility of Gaelic and engagement with the language.

We are proud to support the work of disabled artists which is considered groundbreaking and Language Plan but also by recognising the important role that arts and culture play in increasing the visibility of Gaelic and engagement with the language.

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Some examples of how we will work in future include:

- Supporting our staff to develop a strong understanding of equalities to help us to achieve our vision for fully inclusive arts, screen and creative industries sectors
- Requiring our funded organisations to mainstream equalities in their planning, programming and audience development through the Promoting Equalities Programme (PEP)
- Working with partners to deliver strategic programmes to address inequality
- Publishing our Equality Outcomes and report every two years on our progress in mainstreaming equality in the arts, screen and creative industries in Scotland in accordance with our legal duty.

Digital

Digital technology offers exciting opportunities for creativity, society and the economy in Scotland.

As next generation broadband and 4G networks are rolled out, and new digital channels emerge, we are committed to supporting the arts, screen and creative industries in fully utilising all the benefits that the internet and new digital tools can bring.

Everyone needs to have the capacity and skills to take advantage of new technology and have the confidence and skills to use the ever expanding range of tools to drive innovation.

Embracing new digital tools can change and enhance the way organisations run their operations, generate revenue, engage and broaden their audiences and influence their creative practices and processes.

Creative Scotland is guided by the four key elements of the Scottish Government’s Digital Strategy: Participation, Economy, Connectivity and Public Services.

Use of the internet in business, at home and on mobile has grown dramatically in recent years. There is still much to do to make sure the best infrastructure is in place to provide a world-class service, especially in some rural areas, but as audience expectations of engaging with digital interactive experiences grow, so does the need for organisations to innovate and deliver work in new ways on new platforms.

We will focus our attention on ensuring that creative people and organisations have the digital skills and capacity to share and market their work. Alongside direct digital development support for organisations, we aim to make sure everyone is Scotland has the opportunity to access great art and culture.

Some examples of how we will work in future include:

- Developing a robust film and screen strategy and strive to unlock new opportunities and resources
- Funding work which utilises the digital space in imaginative new ways
- Encouraging live streaming of building based work
- Encouraging our funded organisations to document and archive their practice, process and products in order to ensure future generations can benefit from today’s achievements
- Developing more informed relationships with technology companies and consider how to support organisations to employ technologists or programmers, whether someone new or by augmenting the skills of existing staff.

In future we will expect all organisations to build digital thinking into their work. We include ourselves in that. We will consider the digital capacity of organisations, the expectations of audiences and the skills needs of our staff.

Working in this way will enable us to get better at gathering data across the arts, screen and creative industries. In turn this will allow us to better reflect the vital role that culture plays within our social, economic and civic lives, and better understand audiences and how we can respond to their needs.
There is the growing sense of an exciting new movement in Scottish culture: a dialogue between rural communities and contemporary artists, particularly resonant being the bloom of new projects in the Highlands and Islands. These projects are responsive to communities; demonstrating that, by exploring the past, artworks can ask crucial questions, in terms of belonging, dwelling, and ecology.

Hannah Tuuliki
Artist and composer
The National Theatre of Scotland’s production of Ignition, in association with Shetland Arts and Creative Scotland.

Photo: National Theatre of Scotland.
Our Purpose

We are a Non-Departmental Public Body, sponsored by Scottish Government and Scottish Ministers and we receive our funding from both the Scottish Government and the National Lottery.

As well as our sponsor relationship with the Culture Division at Scottish Government, we also work in partnership with other Government Divisions including Learning and Justice, Enterprise, Environment and Digital, and Health and Social Care.

Our focus centres on the arts, screen and creative industries within the broader context of cultural provision in Scotland. This includes the national performing companies, agencies for our libraries, museums and galleries and the cultural, and other, investment of local authorities.

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

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

This means we are here to support people and organisations to work in and experience the arts, screen and creative industries in Scotland, and help realise great ideas.

This remit creates the opportunities for us to:

- Act as a conduit for cross-sector connection and learning
- Understand the wider cultural system and economy, identifying where to act in order to strengthen them
- Position the work that we fund at the heart of creative, artistic, cultural, social and economic development, stimulating future growth in public investment in arts and culture
- Help develop and diversify income streams for the arts, screen and creative industries, maximising opportunities from intellectual property, and stimulating collaboration between commercial creative companies, artists and creative practitioners.

Unlocking Potential
Arts

We support individuals and organisations working in the arts across all areas of practice including dance, literature, music, theatre, visual art and cross-disciplinary practice. We work in partnership with Government, local authorities and the wider public, private and voluntary sectors to deliver this support.

Screen

We support film and TV production and cross-platform media, and we also promote international filmmaking in Scotland. We work in partnership with agencies such as the BBC and the BFI. We are developing a strategy for film development in Scotland in consultation with the film sector and with Government.

Creative Industries

Our support for the creative industries is being developed with Scotland’s Creative Industries Partnership (SCIP), which brings together Scottish Government, Creative Scotland, Scottish Enterprise, Highlands and Islands Enterprise, Scottish Funding Council, Skills Development Scotland, COSLA and Business Gateway. The creative industries are driven by people with individual creative skills generating and exploiting intellectual assets, contributing to wealth creation and jobs. They encompass a wide range of commercial creative activities spanning advertising, architecture, computer games, crafts, design, fashion and textiles, film, visual art, music, dance and theatre, writing and publishing, photography, radio and television, software and electronic publishing.

Our Functions

We are a funder, an advocate, a development body and 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 and the National Lottery. Our funding is the means by which we sustain a portfolio 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 in future:

- Regular funding for organisations for three years
- Funding individuals and organisations to deliver time limited projects including practice development
- A small number of targeted programmes focused on delivering shared strategic goals with partners.

Development

We work in partnership with others to create the best 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 share knowledge and resources, and develop skills to increase opportunity locally, nationally and internationally. Our development role focuses on supporting excellence and place-making.

Influencing

As an organisation with an overview of the arts, screen and creative industries, we can use our knowledge and expertise to help others to work more strategically regardless of whether we are directly involved or not. We will develop an evidence-based influencing role drawing on analysis of data on the work that we fund as well as primary and secondary research. By providing policy briefings, industry intelligence and best practice guidance we aim to help individuals and organisations identify and take opportunities as they arise.

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 and wellbeing, and the part it plays in local and national economies.

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Creative Scotland is only one part of Scotland’s cultural ecology.

We operate nationally and internationally and we achieve our ambitions for the arts, screen, and creative industries by working closely with a range of partners, maximising our impact as a funder, advocate, influencer and development agency.

Partnerships are most effective where there is an environment of trust, respect and teamwork. We have a shared vision for the arts, screen and creative industries and where we share these common goals we want to develop strong, collaborative, and flexible relationships with organisations and agencies to achieve more than can be achieved by each individually.

We work with a broad constituency across the arts, screen and creative industries, and there are many different types of organisations that we also work with, from local authorities to enterprise agencies, universities to broadcasters, trusts and foundations to the media.

Importantly we work with artists, filmmakers, creative businesses, and the public who benefit as audiences and participants. Working through these relationships, together we can increase reach, share resources and skills, promote innovative thinking and leadership, and move more quickly to make the most of new opportunities.

Here are just some of our partners:

- **Government** (e.g. Scottish Government – including Justice and Health divisions, local authorities, local authority culture trusts, VOCAL, COSLA, UK Government, the Foreign and Commonwealth Office, and the British Council)
- **Development agencies** (e.g. Scottish Enterprise, and Highlands and Islands Enterprise)
- **Education** (e.g. Education Scotland, Scottish Funding Council, skills agencies, universities, colleges and the Royal Conservatoire of Scotland)
- **National cultural partners** (e.g. Bòrd na Gàidhlig, National Museums Scotland, National Galleries of Scotland, Museums Galleries Scotland, EventScotland, and VisitScotland)
- **Lottery distributors** (e.g. Big Lottery Fund, Heritage Lottery Fund and sportscotland)
- **Cultural trusts and foundations** (e.g. Baring Foundation and Paul Hamlyn Foundation)
- **Film and media** (e.g. BBC Scotland, BBC Alba, Channel 4, STV, British Film Institute, Into Film)
- **The national companies** (e.g. National Theatre of Scotland, Scottish Ballet, Scottish Opera, Royal Scottish National Orchestra, Scottish Chamber Orchestra)
- **Sector partners** (e.g. Independent Producers Scotland, the Federation of Scottish Theatre, the Scottish Literature Forum and the Scottish Games Network)
- **Other funders nationally and internationally** (e.g. the UK’s three arts councils in England, Northern Ireland and Wales and the International Federation of Arts Councils)
- **Private sector** (e.g. including working with Arts & Business Scotland)

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**Working in Partnership**

*Embracing Ambition*

Unlocking Potential
People and Creativity

Our Relationship with Individual Artists and Creative People

We recognise that it is individuals who make a difference.

Artists and creative individuals are the lifeblood of the arts, screen and creative industries. Personal talents, passion, integrity, curiosity and hard work underpin our shared creative system at every level.

Artists and creative people animate and enliven life in many ways, through works of art, film, live performances, exhibitions, workshops, discussions and digital experiences. They challenge, provoke, stimulate, give meaning, tell stories, entertain and connect through beauty, intelligence, compassion, deep meaning and humour. This offers us the chance to pause and reflect on who we are, our place in the world and what we could be.

Individuals approach their work in different ways often challenging the status quo. Some are focused on shaping new practices and seeking technical solutions while others, either independently or as small companies, generate value, energy and connections across communities, society and nations. The programmes of larger organisations are reliant on presenting and partnering with individual artists and creative people.

We want to help create a society that values the work of individual artists and creative people and we will work hard to achieve this by:

• Raising awareness that artists and creative people need to research and develop ideas and their practice in order to deliver excellence
• Encouraging everyone who is in a position to generate better levels of remuneration for artists and creative people to do so, in order to ensure that Scotland is a country where artists and creative people can live and work successfully
• Publishing advice on how to work with and pay artists
• Supporting individual artists and creative people through all of our programmes
• Advocating on behalf of artists and creative people because they are essential to a successful and balanced society and a healthy, productive economy
• Working closely with partners to increase opportunities for artists and creative people to flourish. We know that if, collectively, we can establish a better working environment, Scotland’s creative output will become stronger.
For me the arts and creativity are essential in today's society because they not only allow us the chance to explore different people, places and stories both locally and globally they also allows us the chance to explore and express what it means to be alive.

Paul Wright
Filmmaker

We also want to extend our engagement with culturally diverse communities across Scotland. This will mean encouraging a wider set of artistic choices by the individuals and organisations that we fund to support culturally diverse work by artists from different backgrounds.

Our relationship to the voluntary sector is also important to us. Voluntary arts groups play an important role in creating opportunities for people across Scotland to participate in arts and culture. We recognise this through our support for voluntary arts organisations who present and promote professional artists, organisations and creative people.

Young people are key to an exciting artistic and creative future.

Working with a range of partners, we have developed Time to Shine, Scotland's first National Youth Arts Strategy for ages 0-25. One exciting aspect of this strategy will be the development of a new digital playground where children and young people will be able to design their vision for how the arts might work in the future. We want to encourage young people to think imaginatively and challenge us to think differently. We hope the ideas emerging from this digital space will inform future policies as well as open up new opportunities across the sectors we support.

We are also acutely aware of the world’s ageing population. We will encourage our funded organisations to develop positive approaches to ensure older people can access arts, creativity and culture in ways that are stimulating and meaningful for them.

Our Relationship with the Public

Creative Scotland is a public body. We receive our funding from the Scottish Government and are a National Lottery distributor. We engage with the public by requiring the organisations that we fund to develop sophisticated relationships with audiences, participants and customers based on understanding patterns of engagement.

The opportunities created by putting audiences and communities at the heart of what we do and by working towards inclusivity and open access, are wide-reaching and significant.

We work closely with partners, particularly local authorities, who play a major role in delivering art and culture to people across Scotland.

Over the duration of this plan we will create more visibility for the work we fund by developing media partnerships to better profile and showcase the work of individuals and organisations across Scotland. We will also develop our own website to better profile a wider range of work across the arts, screen and creative industries.

Over the course of the next three years we will develop a framework for public engagement and ask funded individuals and organisations to report against it. This will offer us a much clearer sense of who we are reaching through our funding and investment, and enable us to better target our strategic funding in the future to address gaps in arts and cultural provision.

We want to ensure our funding benefits the widest possible range of people in Scotland and beyond. That will mean encouraging the people and organisations that we fund to think carefully about how they connect with hard-to-reach people in remote rural locations or communities who do not have easy access to the arts, screen or creative industries because of economic disadvantage, disability or social circumstance.
Street artists perform on the last weekend of the Edinburgh Festival Fringe.

Photo: Callum Bennetts.
Courtesy Edinburgh Festival Fringe Society.
We take the different needs of art forms and creative sectors very seriously. The arts, screen and creative industries all have their own development needs. We will design a clear strategic approach to supporting them through individual strategies for each.

We also need to apply ourselves to understanding, as well as possible, how the overall creative system works, and how we can ensure our future funding and support is organised in ways that are responsive and sensitive to its dynamic nature.

Artistic and creative forms are increasingly developing links and overlaps, driven by new knowledge and connections through digital opportunities, convergence, cross-platform or 360 approaches to creativity. In future these will only increase in prevalence.

While we have an important role in supporting the preservation of traditions, we are also interested in understanding and supporting the development of future ways of working. As such we will make space for crossover between forms within our strategies.

People working in the arts, screen and creative industries often hold portfolio careers – they move from one field to another, using transferable skills to maximise their earning potential and career fulfillment. As a result they become creative multi-taskers, adept at developing techniques in order to fulfill ambition. Founded on a strong tradition of adaptive people borne out of a rich cultural inheritance expressed through many creative forms, Scotland’s artists, creative practitioners, organisations and companies are highly diverse, endlessly curious, and apply their skills to a range of activities.

The routes to a creative career are many and varied, interconnected across our portfolio of responsibility in a multiplicity of ways. More and more artists and creative practitioners collaborate across forms. Some also move fluidly between subsidised and commercial creative work, using one to feed the other.

All this means it is no longer appropriate to define our policy only through linear means. There is an opportunity to unlock potential by connecting people across the wider cultural and creative industries landscape. As Creative Scotland develops, we too will be adaptive and respond to emerging models of practice, as well as protecting tried and tested models and building on them.

We will undertake research in order to understand this complexity, so we can influence and widen the routes to success, and better signpost people to opportunities both in and outside of Scotland.

We want to develop a creative system to help people navigate and negotiate the direction of their choice. Part of this will involve developing a route-map so that people can journey more easily than is currently possible. Another part will be developing a deeper understanding of how passions, ideas, skills, values and behaviours shape culture and the economy, as part of a connected creative eco-system.

Achieving this successfully will mean working closely in partnership with others including practitioners, public bodies, agencies and organisations, as well as universities with research expertise.
The arts, screen and creative industries all share a common purpose in that they aspire to generate great work that captures peoples’ imagination. All are mission-driven, led by innovation at their heart and underpinned by belief systems founded on creating important objects, events or experiences. Often these will not only be relevant in today’s society, but also be remembered and celebrated by future generations.

Uniquely as a cultural body, Creative Scotland has a remit which spans the important role of providing public funding for artists, arts organisations, film and screen alongside helping commercial creative companies to source financial support to generate growth and success. As part of the latter we deliver a modest portfolio of investment to commercial organisations able to repay their funding, enabling us to recycle subsidy and benefit others. We are also interested in exploring how we might develop an approach to resourcing creative capital, helping artists and creative people develop and refine ideas which can feed their work and help sustain an economic base for growth and development.

Scotland offers a highly exciting creative landscape.

The arts sector in Scotland is recognised as being of intrinsic value to society by the Scottish Government. We welcome this recognition, from the perspective of both cultural and social value. Artists, creative people and organisations change lives and unlock new futures. Arts and creativity offer meaning to people’s lives in many different ways. We only have to imagine a world without books, music, art and design, dance, theatre and films to realise how fundamental creativity is to all our lives.

The strengths of the arts sector in Scotland span large-scale artistic successes that contribute significantly to the economy, extraordinary ideas emanating from talented and skilled artists and writers, and meticulous craftsmanship evidenced by Scotland’s makers, composers and choreographers.

The arts contribute to learning through the Curriculum for Excellence which features initiatives in expressive arts, languages, health and wellbeing, to help children and young people learn, and develop interpersonal skills and confidence.

Intrinsic value has links to theories developed around wellbeing economics – founded on logic that if society is happy and holds a sense of wellbeing, it will be more productive and generate greater levels of economic return.

The film industry in Scotland has seen dramatic success which has raised both the profile and the ambition of Scottish filmmakers. Alongside these major successes there are inherent development needs which require addressing if the sector is to grow. Scotland needs a new strategic approach to film and media including identifying sources for increased investment in production, studio infrastructure, business development for SMEs, well-connected skills initiatives (from public engagement and tertiary education to industry entry, skill-sharing across the sector) and audience development.

The Creative Industries are recognised by both the Scottish and UK Governments as a key growth sector for the future economy. In recent years Scotland has extended its definition of Creative Industries beyond the scope outlined by the Department for Culture, Media and Sport (DCMS) to include craft, heritage, elements of textiles and cultural education.

A list of 16 industries has been established. The list draws on analysis of data for Scotland and the UK, reflecting issues identified locally and in sector consultation events carried out as part of the study. These adjustments have meant that we are able to capture the economic contribution of the crafts sector in Scotland through official statistics for the first time and make separate estimates for the music, visual and performing arts sectors.

The UK creative economy is growing much faster than the overall economy. A successful creative industries sector benefits from strong connections across the arts, screen and creative industries to maintain creative impact and economic gain. Creative Scotland’s role, which spans both intrinsic and commercial creativity, offers opportunities in relation to untapped markets and place-making.

Creative Scotland is the lead coordinator and chair of Scotland’s Creative Industries Partnership (SCIP). We are working closely to test the potential for a shared strategy that will outline how public bodies can best support the creative industries across Scotland.
We will improve our operational processes by measuring user satisfaction and identifying and rectifying problems quickly and systematically. We will develop clear service standards by which we can be held to account.

To support the measurement of progress against our objectives we have developed a framework that identifies performance indicators for all areas of our work. We are committed to ensuring that effective performance management is embedded throughout the organisation. We will use this information to develop policy and improve our effectiveness.

Our operating principles remain broadly the same as stated in our previous Plan, namely:

- We will be driven by a commitment to deliver for the people of Scotland
- Artists and creative practitioners will be at the heart of our thinking
- We will collaborate and work in partnership
- We will provide leadership
- We will take considered and informed decisions, minimising bureaucracy
- We will invest in our staff and specialist advice to promote and advocate for Scotland’s cultural development.

Over the past four years, since the inception of Creative Scotland, we have realised that we need to work harder to embed these principles into our day-to-day work. Our Board has made a commitment to organisational change which has been widely communicated and is published on our website. We will develop clear guidance for all staff to ensure that we live up to our principles and that these are reflected in everything that we do.

We are committed to being both a listening and a learning organisation. One that responds and adapts and that provides stability for those individuals and organisations that we are here to support, as far as possible.
**Working with Government**

As a Non-Departmental Public Body (NDPB), the work of Creative Scotland aligns with the Scottish Government’s National Performance Framework (NPF) to support the delivery of the overall purpose of Government in Scotland 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 that describe what the Government wants to achieve. Although our work contributes to some extent to all of these outcomes, Creative Scotland will monitor our performance against seven, as set out here.

<table>
<thead>
<tr>
<th>Scottish Government National Outcomes&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Creative Scotland Strategic Ambitions</th>
<th>Everyone can access and enjoy artistic and creative experiences</th>
<th>Places and quality of life are transformed through imagination, ambition and an understanding of the potential of creativity</th>
<th>Ideas are brought to life by a diverse, skilled and connected leadership and workforce</th>
<th>Scotland is a distinctive creative nation connected to the world</th>
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<tr>
<td>National Outcome 2</td>
<td>Excellence and experimentation across the arts, screen and creative industries is recognised and valued</td>
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<td>National Outcome 3</td>
<td>We realise our full economic potential with more and better employment opportunities for our people</td>
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<td>National Outcome 4</td>
<td>We are better educated, more skilled and more successful, renowned for our research and innovation</td>
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<td>National Outcome 7</td>
<td>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</td>
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<td>National Outcome 13</td>
<td>We have tackled the significant inequalities in Scottish society</td>
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<td>National Outcome 14</td>
<td>We take pride in a strong, fair and inclusive national identity</td>
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<td>National Outcome 16</td>
<td>We reduce the local and global environmental impact of our consumption and production</td>
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<td>National Outcome 16</td>
<td>Our public services are high quality, continually improving, efficient and responsive to local people’s needs</td>
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<sup>1</sup> [http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome](http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome)
The arts help us to understand where we come from, who we are and where we are going. Creativity is fundamental to material success in the modern world, but it also gives emotional purpose and value to our future.

Sir Nicholas Serota
Director, Tate

Drake Music Scotland use a range of tools and methods to make sure everyone can take part in active music-making. Figurenotes (matching colours and shapes in the music to stickers placed on the instrument) is a simple system which makes it easier to play keyboards and guitars.

Photo: Anne Binckebanck
Everyone knows that a place exists that is not economically or politically indebted to all the usual rules. It is a contemplative space for us to know life deeply, or for the possibility to achieve that depth. It is the time and space to notice the light, the temperature, the sounds of life; and notice ourselves too, as individuals or as a group. It is the heart’s fuel.

Fleur Darkin
Artistic Director,
Scottish Dance Theatre