



ALBA | CHRUTHACHAIL

Patrick Harvie MSP
Convener and Committee Members
Europe, External Affairs and Culture Committee

Via email

23 October 2026

Dear Convener

Independent Review of Creative Scotland – update on our response

As requested at our evidence session with the Committee on 15 September, I am writing to provide an update on our progress in responding to the recommendations made in the Independent Review of Creative Scotland. This is in addition to the update we published previously ([Independent Review of Creative Scotland - Response Plan | Creative Scotland](#)).

At the evidence session, further detail was requested by Committee Member, David Green MSP, specifically relating to a ‘dashboard’ of progress against the recommendations made in the review.

As a reminder, we grouped the recommendations made in the Independent Review into four areas:

1. Strategy and Funding
2. Target Operating Model
3. Governance and Performance
4. Partnerships and Relationships

In many cases, work was already underway or ongoing in relation to the recommendations being made, while in others, new work is required.

The table below lists these areas of work and provides an update on what has been done already, what is ongoing and what is next. In the majority of cases, our intention is to complete this work by the end of the current financial year.

As stated in previous updates, the Review’s recommendations were broad ranging, with the majority pertaining to Creative Scotland and a smaller number for the Scottish Government and other partners to consider. We continue to work closely with Scottish Government Officials on delivery against the Review recommendations, as well as broader strategic priorities related to our collective commitment to supporting a strong, diverse and thriving cultural landscape in Scotland, in the context of growing the creative economy and Public Service Reform. Implementation of the Review is not solely about delivering individual

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recommendations, but also about strengthening the strategic relationship between Creative Scotland and the Scottish Government, ensuring that future work is designed to support the sector as effectively as possible.

You will also be aware of forthcoming leadership changes at Creative Scotland, as I step down as Chief Executive and Robert Wilson's term as Chair comes to an end. Recruitment for a new CEO is underway, and the Scottish Government are progressing the recruitment process for a new Chair and Board members. Some elements of our work in response to the review recommendations take this into consideration, particularly those elements pertaining to future strategy, which new leadership will reasonably expect to influence and shape. We will continue to progress delivery on other key work programmes in the plan, including funding reform of open access project funding routes for individual artists and organisations, the next stage of Multi-Year Funding, Screen Scotland separation, and our leadership role in the Creative Economy.

I hope this provides a useful update to the Committee, and we will, of course, be happy to answer any questions on this at the next evidence session on 27 October.

Yours sincerely

Iain Munro
Chief Executive

Strategy & Funding						
Ref	Workstream/Project	Review recommendations	Complete by	What we were doing	What we are doing in response to Review	What we will do next
SF1	Refresh of Creative Scotland Strategy, engaging stakeholders and key partners	Creative Scotland's remit offers broad flexibility in the delivery of its functions; however, its interpretation of the remit has sometimes constrained its execution of these functions. The Board and Executive should reassess their understanding in light of evolving sector needs. (1) As a national body, Creative Scotland must clearly articulate its remit through a long-term strategy, as well as plans, policies and procedures. It should set out more clearly in an annual plan how it intends to deliver on its aims and support the Scottish Government's priorities, regularly reporting on performance. (6) Creative Scotland should ensure it has a clearly articulated long-term vision that is aligned with, and informed by, partners from across the sector. (7) Given the need for change and transformation, the leadership of the organisation must demonstrate greater ambition, aspiration and appetite for risk. (10) Creative Scotland needs to develop a plan that sets out key elements of transformation that will enable the organisation to improve and meet the needs of the sector. (15)	Q1 2027/28	In 2025, following Scottish Government funding commitments and the start of the Multi-Year Funding programme, we began work with our Board to refresh our long-term Vision and Strategy for the organisation, working with a sub-group of our Board. We recognise the need to reset our long-term Strategy, now that Multi-Year Funding and greater budget certainty is in place, with a view to re-aligning this with the future needs of the culture and creative sector and Scottish Government priorities.	We are continuing to develop options for Strategic positioning across our remit through commissioned research, policy analysis, targeted sector engagement and the input of external specialists. We are actively consulting with staff and Board and identifying and engaging key partners. We have been working with an external specialist in a 'critical friend' role. Strategy has been considered at consecutive Board meetings and a sub-Group of the Board is working with the Executive on the Strategy. A regular senior drafting group is meeting weekly. In response to the Review findings we are working to ensure: - The refreshed Strategy will include a clearly articulated long-term vision - We work with Scottish Government and Partners to clarify and articulate our remit, our risk parameters for decision-making and how we report on our performance, setting all of this out in the refreshed Strategy. - This work is supported by long-term financial planning (as far as this as viable within annual budget cycles) - We begin work on developing a Capital Plan with the aim of identifying the extent and profile of capital needs in the sector.	Following discussion at Creative Scotland Board in September 2026, strategy development work will ensure new Leadership can input into finalising strategic positioning. We will agree revised dates for the publication of the Strategy with the Board following appointment of CEO and Chair positions. Structured staff and Board discussions, including meetings of the Board sub-group, will work to this timeline and be facilitated by an external expert. More formal sector consultation on the refreshed Strategy is anticipated to take place in Spring 2027.
SF2	Update and publish full suite of corporate plans, policies and procedures in line with the refreshed Strategy and fund development work	As a national body, Creative Scotland must clearly articulate its remit through a long-term strategy, as well as plans, policies and procedures. It should set out more clearly in an annual plan how it intends to deliver on its aims and support the Scottish Government's priorities, regularly reporting on performance. (6)	Q1 2027/28	Creative Scotland has a suite of Plans that support delivery of our Strategic Framework, as well as corporate policies, statements and procedures. We work to deliver against our Equality Outcomes and Climate Emergency and Sustainability Plan as Strategic priorities, and have Plans for delivering our Communications, Digital and Estates Plans. We have processes that ensure compliance with statutory and non-statutory responsibilities such as Data Protection and Fair Work. We measure progress against Key Performance Indicators agreed with the Scottish Government and published in our Annual Plan, with annual updates made available via the Annual Review.	We have published our latest Equalities Mainstreaming reporting and are working with our Equalities Advisory Group to revise our Equality Outcomes. Work on the Climate Emergency Sustainability Plan and Fair Work Plan is in train and will be finalised in line with the refreshed Strategy. Ongoing discussions with Creative Industries Independent Standards Authority (CIISA) and National Lottery partners on Good Work working group to ensure relevant policies are up to date and in line with changes in Employment Law at UK level.	We are continuing to develop a Fair Work Action Plan to feed into the refreshed Strategy and undertaking work to evolve our approach to International working, working with specialist support. We will update our Climate Emergency and Sustainability Plan in line with the changing policy context for this work, including the Public Bodies Climate Change Duties and incorporating developments on Children's Rights and Intangible Cultural Heritage into our policy framework. We will review all corporate documentation in the lead up to publishing our refreshed strategy to ensure they are complementary, align to stated outcomes and use consistent language. Format and presentation will be consistent and positioning on website will make the relationships and hierarchy of the documents clear to stakeholders.
SF3	Long-Term Financial Plan, aligned to refreshed Strategy	Creative Scotland should develop short-, medium- and longterm financial plans to support strategic decision-making. The financial plans should set out planned investment to enable future funding decisions to reflect changes in the sector and areas for development and growth. They should also set out planned use of reserves. (25)	Q1 2027/28	Financial plans are modelled each year as part of Executive and Board planning cycles. These are refined following Scottish Government budget announcements each year and any other fiscal events through calendar year.	We are working on revised financial planning models, liaising closely with the Finance and General Purposes Committee and Internal Auditors. This is currently focussed on 2027/28 and 2028/29 in detail, with models for future horizons being developed further. This work includes modelling current and projected Scottish Government and National Lottery income up to 5 and 10 years ahead.	We are working closely with DCMS, NLPU and peer National Lottery Distributors on the Review of National Lottery Good Causes to understand any potential implications for our National Lottery income and any direction on how this is to be disbursed. Scottish Government announcements on Grant in Aid funding for 207/28 will enable us to further update financial models. We have issued a call for Expressions of Interest for our Multi-Year Funding Programme to support modelling of levels of demand on this core funding route and inform future planning. This information will be analysed in November 2026 following the call closing.
SF4	Capital Plan for creative and cultural sector	Creative Scotland should work towards establishing a dedicated capital fund, supported by a strategic assessment of infrastructure needs across the sector. (23)	Q4 2027/28 (Interim position Q2 2026/27)	The work on our refreshed Strategy includes developing a Capital Plan with the aim of identifying the extent and profile of capital needs in the sector. We continue to engage with the Scottish Funders' Forum group of Capital funders in the Cultural sector to understand the current position and future pipeline for Capital projects. Delivery of the Net Zero Readiness research in 2024/25 with Collective Architecture and ESALA. Launch of Adapted Cultural and Creative Buildings Fund in 2025/26 in partnership with Scottish Futures Trust. Awards to recipient organisations were made in 2026/27. Appointment of the monitoring and evaluation team in summer 2026, a consortium of ESALA and verture. This work will complete March 2028.	We have established an internal staff group to deliver a Strategic Needs Assessment for Capital investment in the Culture sector, with membership drawn from across Directorates. Their work will be supported by Scottish Futures Trust, providing input on a 'critical friend' basis. We have Reviewed Creative Scotland (and predecessor organisations') Capital investment. Recent research work has helped to agree and establish boundaries for the arts, creative and cultural estate and categorise different tenures; establishing a baseline dataset for the next stages of this work.	The Capital working group is scoping the full programme of work for completion to end 2027/28, with Interim reporting by end Q2 of 2027/28. This includes developing an ITT for specialist survey work with sector organisations for issue in Q3 2026/27. This work will help progress steps towards a sector Capital Plan and seek the resources to deliver it.
SF5	Progress Multi-Year funding arrangements, and develop new open access funding	Creative Scotland should ensure its national funding is informed by local intelligence to ensure joined up decision-making for greatest impact across the breadth of Scotland. (27)	Q1 2027/28	Prior to the pandemic, Creative Scotland undertook a comprehensive funding review that offered valuable insights into the sector's needs and how we could improve our relationship with funding applicants. We have subsequently implemented the outcomes of the review and its findings, including the development of all our funding programmes to ensure they meet the needs of the sectors we support. This includes reflecting on running the Multi-Year Funding Programme, while preparing for next iteration of Multi-Year Funding Programme from 2028/29 onwards, and undertaking a public survey on the effectiveness of our Open Funds in 2025/26 which is informing development work.	Multi-Year Funding Our intention is to operate Multi-Year Funding as a more flexible, rolling process with the opportunity for organisations to move in and out of the portfolio. We are planning for funding terms extending beyond the current three-year term and creating a rolling review cycle, with different organisations coming up for renewal at different times. Open Access Fund Redevelopment A dedicated cross-directorate project team has been working to carry this funding reform forward. Developing options for a proposed new suite of Open Access Funds to replace the OFFO/OFFI, responding to sector input by providing more clarity for applicants around the purpose of the funds, as well as a more straightforward and proportionate processes and clearer purposes for each fund, informing decision making. Focusing on targeted research and data analysis alongside detailed process design.	Multi-Year Funding We have issued a call for Expressions of Interest for our Multi-Year Funding Programme to support modelling of levels of demand on this core funding route and continue to monitor. This information will be analysed in November 2026 following the call closing. Open Access Fund Redevelopment Establish a confident delivery timeline based on available capacity across key teams, including digital. Engage with the sector to inform the design and ensure the new suite of funds meets the needs of the sector, for both organisations and individuals. We will build each fund digitally, developing and rolling out staff training in line with this. Communications plans will ensure the new funds are well promoted, understood and there is lead-in time for introduction.

Target Operating Model						
Ref	Project	Review recommendations	Complete by	What we were doing	What we are doing in response to Review	What we will do next
TOM1	Completed review of Target Operating Model; recommend structure	The roles of advocacy, development, funding and influencing should remain unified within a single national body which has stewardship of the promotion of the arts, culture and creativity. Creative Scotland should review its internal structure to ensure its four roles are appropriately resourced and executed. (4)	End of Q4 2026/27	Mapping all Core Process workflows and optimise to release capacity for colleagues to work on more developmental work.	Operating Models options are being progressed and sequenced as follows: - Operations Directorate: September/October 2026 - Strategy Directorate: October to December 2026 - Arts, Communities & Inclusion Directorate:	Core Process mapping work being considered by Senior Leadership Team Q3 2026. Methodology is being used for implementation of new workstreams including Screen Scotland Film Fund and Finance systems development.
TOM2	Review of terms of reference of Board and sub-Committees, including Screen Committee	Creative Scotland should improve its governance arrangements, focusing on transparency, strategic challenge and performance oversight. Given the scale of transformation required, the time commitment for Board members should be increased. (8)	Ongoing	Terms of Reference for Board and sub-committees are reviewed on an annual basis.	We are reviewing our Governance arrangements to ensure that Board Committees and Executive meetings are structured effectively to drive delivery of the Strategy. This includes re-examining all Terms of Reference (TORs) and how data, analysis and options appraisal is provided to decision-making forums. A brief is being finalised for external specialist to undertake an independent Governance Review. Specialist to be appointed in November. Interviews to take place with SLT and Board members as part of methodology for this Review.	Recommendations from Governance Review to be considered and implemented as appropriate. Confirmation of Board governance arrangements will proceed in line with new Board appointments (expected early 2027).
TOM3	Creative Scotland Workforce Plan	Creative Scotland should develop its workforce plan for the next three to five years ensuring diversity of representation amongst staff (11).	Q1 2027/28	Ongoing workforce planning integrated into financial and operational planning processes.	Revised workforce planning process have been established, initial working with a 12-18 month view. Once longer term strategic intent is defined we will extend the horizon to 2-3 years. Organisational design principles have been agreed by the Senior Leadership Team, with the aim of supporting greater flexibility in our headcount and operating model. Priority skills development areas are being identified alongside capability gaps and recruitment requirements, prior to planning for 2027/28.	Workforce plan to be checked for alignment against 2027/28 Annual Planning process in January 2027, making any necessary revisions.
TOM4	Review of current and future mechanisms for sector engagement at a local level, including governance options	Creative Scotland should build a regional approach into its governance structure to enhance its regional relationships, develop local intelligence, support co-design and deepen understanding of regional needs. (12)	TBC	Engagement with Local Authorities through work delivered by Place, Partnership and Communities team and via funding programmes such as VACMA. Engagement with local communities through funding programmes such as Culture Collective, Place Partnerships, Awards for All and small grants schemes, for example in Gaelic arts. Active role as members of key forums including the Central-Local Government Network, delivery groups for Growth Deals and City/Town of Culture designations.	Developing a structured approach to maintain relationships and presence in local areas. Evaluating the approach and impact of Culture Collective and Place Partnership Programmes. Considering the recommendations of SG-commissioned Local Culture Scotland proposal.	We will build on our existing targeted Place and Communities work across Scotland, including learning from our Place Partnerships and the delivery of the Culture Collective programme, to enhance our regional relationships and intelligence and understanding needs and opportunities at a local level, considering how our governance structures could make best use of this insight to inform our policies, priorities and decisions. Priorities include: - Communicating of approach to Place and local support across our communication channels. - Continuing to maintain relationships and establish others, across all 32 local authority areas. - Work with partners to increase geographic presence, including at Funders' Fairs.
TOM5	Ensure Screen Scotland has a clearer identity and act and market itself with appropriate autonomy and delivery pace	Given the high profile of Screen Scotland nationally and internationally, it should be supported to have a clearer sense of identity and the ability to act and market itself more independently within the umbrella of the national body. There should be clear delegation to the Screen Committee for delivery of its strategy, with this set out in its terms of reference to enable Screen Scotland to operate at the pace required (13).	Q4 2026/27	Screen Scotland has its own brand, website, structures and processes, and Strategy published in 2024/25, directing work until 2030/31.	Progress has been made on a number of Operating Model proposals including: - Film fund workflow revisions to support Screen Scotland now completed and ready for implementation. Interim Executive Director Screen Scotland and Chief Operating Officer to consider next steps relative to available resource. - Screen Scotland email addresses now live. - Pay and benefits review underway for all of Creative Scotland including Screen Scotland, to support the review of grading. Additional legal resource to assist with complex Screen project contracting approved at end of Q2 2026. - Flexible meeting space now in place for external screen sector meetings and team collaboration space.	Transition Plan for Screen Scotland separation to be resourced and agreed with Scottish Government.
TOM6	Enhance staff engagement channels to enhance cohesion and ensure closer working	Staff engagement should be prioritised to enhance performance and embrace opportunities for closer working and greater two-way learning between Screen Scotland and the rest of Creative Scotland. This would improve cohesion and impact. (16)	Ongoing	Weekly Communications Update and Forward Look. Regular CEO led staff meetings. Work on organisational culture being delivered by all Senior Leaders in Q2 and Q3 of 2026/27, reinforced through corporate communications and HR Team will embed in colleague materials, recruitment, development programme. This work will also influence how we recruit, measure performance and develop colleagues.	Staff engagement programme underway and includes: - Regular 'Have your Say' pulse surveys - 'Meet the Board' events - Monthly All Staff CEO meeting - Forward programme of All Staff meetings - Establishment of a Colleague Representative Group to ensure share of voice alongside Union Reps.	Continue to embed activities as 'Business As Usual' staff engagement: progress employee survey actions, and maintain regular engagement through the Colleague Representative Group and Union representatives. Embed values and behaviours within Directorates using newly-developed materials, including in depth skills assessment module. SLT have communicated HR work to cascade cultural change, and Directors to begin work to embed in teams throughout Q3 and Q4 of 2026/27.
TOM7	HR team to prioritise development of our collective skills base and diversity of representation in our staff group	The roles of advocacy, development, funding and influencing should remain unified within a single national body which has stewardship of the promotion of the arts, culture and creativity. Creative Scotland should review its internal structure to ensure its four roles are appropriately resourced and executed. (4)	Q4 2026/27	Existing programmes of training and skills development.	Inclusive Employers have been appointed to a) assess Creative Scotland's colleague lifecycle, policies and practices to ensure we are an inclusive and diverse organisation - this will result in a roadmap and recommendations to ensure we support our current diverse workforce and attract from a diverse talent pool as and when roles open up and b) provide inclusive training for all colleagues and a particular focus on leadership. Understanding our current skills base and to identify those areas we need to further develop skills from tools to do the job to developing our profession to learning new skills in the Creative Economy will be supported by a dedicated Learning & Development Partner.	Consider which skills and priorities are required for this future. This will include Leadership and Performance Management development programmes. Structured Staff development programme to be established. Colleague brand to be developed.

Governance & Performance						
Ref	Project	Review recommendations	Complete by	What we were doing	What we are doing in response to Review	What we will do next
GP1	Review current skillsets of CS Board	Creative Scotland should regularly review the skillsets of the Board to ensure it is diverse, reflective of the ongoing changes in the sector and contains adequate governance experience. (9)	Complete	The appointment of Creative Scotland Board members is by Scottish Ministers. We review the skillsets of Creative Scotland Board members annually to ensure the breadth of expertise is optimal for Board work, including Board sub-committees, work with the Executive as part of sub-groups and individuals' roles as Champions in specific areas of our remit.	This action was completed in early 2026. We are also reviewing our approach to onboarding new Board members as the recruitment process is currently live for a new Chair and Board members. We expect the outcomes of this process, which is the responsibility of Scottish Ministers, to be known by the New Year.	The next review of current skills of Creative Scotland Board members will take place in 2027. This will take place following the appointment of a new Chair and Board members, expected to be early in 2027, and inform the next recruitment round of Board members.
GP2	Support refreshed Creative Industries Framework Agreement, making Creative Scotland's role clear	The Scottish Government should work with national bodies to ensure alignment of public sector support for the creative industries and develop a refreshed Creative Industries Framework Agreement. (2)	Q4 2026/27	Creative Scotland does not currently receive Scottish Government funding for the development of the Creative industries. Our activity in this area is currently funded through National Lottery income. Creative Scotland's role has largely focused on systems-level support rather than direct business investment, working strategically through time-limited interventions that support the creative business ecology.	The Review concluded that Creative Scotland's existing remit is broad enough to allow for a more expansive approach to supporting the growth of creative businesses. In response to this finding, and reflecting on the acknowledged success of Screen Scotland (where we see the mix of targeted sector development and dedicated investment as a model we developed), we have been developing a new approach to supporting the Creative Economy and have been engaging closely with Scottish Government and the Creative Industries Leadership Group to reflect this in a refreshed Creative Industries Framework Agreement.	We are continuing to build out and test our thinking on a shift of focus of our development work from the Creative Industries to a wider conception of the Creative Economy. We have recently engaged expert external support to work with us on the re-focussing of this area of our work, building Creative Scotland's leadership role and unlocking new investment opportunities to grow the Creative Economy.
GP3	Set out Creative Scotland role on Creative Industries Leadership Group and UK Creative Industries Council	The Scottish Government should work with national bodies to ensure alignment of public sector support for the creative industries and develop a refreshed Creative Industries Framework Agreement. (2)	Q4 2026/27	The Scottish Government's Creative Industries Leadership Group (CILG) was paused in 2022 following delivery of a set of recommendations for priority activity which informed the Culture Strategy Action Plan. The CILG was reconvened in September 2025 to provide advice and act as a sounding board for Scottish Ministers on how best to support the creative industries, including establishing an Artificial Intelligence (AI) subgroup. CS are a member of the CILG.	The CILG is finalising refreshed Terms of Reference and members are working to review and refresh the former Creative Industries Framework Agreement (2009) to ensure it reflects the current needs, opportunities and challenges facing the sector. We are actively engaging with Scottish and UK Governments (DCMS), directly and through our membership of the Creative Industries Council on UK policy developments including the UK Industrial Strategy, the Creative Industries Sector Plan, the conclusion of BBC Charter renewal consultation and the review of the National Lottery Good Causes.	We are continuing to work with CILG on the Terms of Reference and refreshed Creative Industries Framework Agreement which will set out the role of all organisations with a remit for creative industries support in Scotland. We aim for Creative Scotland to have a key leadership role.
GP4	Examine the potential for enhanced sector level data, adding to our own analytical capacity where resources allow	Creative Scotland should expand its intelligence gathering and, working with others, provide advocacy and development for the whole sector, ensuring representation goes beyond funded individuals and organisations. (3) Creative Scotland should develop analytical capacity to (a) demonstrate the economic and wider societal benefits of funding the arts, culture and creativity, (b) demonstrate achievement of strategic plans and priorities, (c) enhance its sector-wide advocacy, and (d) clearly articulate how its investment contributes to future financial sustainability for individuals and organisations. (26)	Ongoing	Creative Scotland was part of the National Partnership for Culture's Measuring Change Group and the Scottish Culture Evidence Network (SCeNe) and worked with Scottish Government on the 2024 update the National Performance Framework indicators for Culture. Following this, we had been engaging with Scottish Government on their work to deliver Action S2 of the Culture Strategy Action Plan to <i>Develop and implement a long-term strategic approach to making improvements to the data landscape for culture, working closely with expert partners.</i>	An ITT for research into a Measuring Impacts Framework will be issued in October. Conversations with Arts Council England on their similar data recommendations in Hodge Review. Discussions with Centre for Cultural Value (Leeds University) on their research and proposal for a UK cultural data Observatory.	We are re-convening the SCeNe group and continuing discussions on the potential of sector data resources. We are advising CCS and Arts and Business Scotland on the development of their sector data tools, including re-establishing consistent regular information gathering on philanthropy. Any expansion of our own data collection would need to ensure a balance with the Review recommendation that we streamline the reporting and monitoring required of funded individuals and organisations, recognising that faster digitisation could help to streamline reporting processes.
GP5	Make more information (our own and other sector relevant outputs) available on our website.	The website should be improved to enhance public access and improve transparency. There is scope to make more data, information and decisions publicly available. (19)	Q4 2026/27	Website refresh and restructuring was undertaken in 2025, with simpler and easier navigation and presentation of information.	Website has been updated to provide enhanced data, narrative and visual information, including a breakdown of the following: - Our Income, including an income breakdown for 2026/27 - Our planned grant expenditure for 2026/27 - Detail on operating costs, including an operating costs breakdown - Open Fund budget, requests and awards for organisations and individuals - Multi-Year Funding breakdown including information relating to first-time recipients	Continue to refresh information on regular basis. We will build further web pages to provide further information relating to our Annual Population survey, equalities monitoring data, third sector data (Scottish Government, Ofcom, BFI, Culture for Climate Scotland etc). We are looking at the potential for internal policy briefings to be versioned for publication on our website. Future functionality will enable live data analysis.
GP6	Develop new Performance Management Framework (PMF) and KPIs against refreshed Strategy and agree with Scottish Government	Creative Scotland should develop analytical capacity to (a) demonstrate the economic and wider societal benefits of funding the arts, culture and creativity, (b) demonstrate achievement of strategic plans and priorities, (c) enhance its sector-wide advocacy, and (d) clearly articulate how its investment contributes to future financial sustainability for individuals and organisations. (26) The Board and its committees must regularly scrutinise performance against the key activities in the annual plan and in relation to internal performance. (14) As a national body, Creative Scotland must clearly articulate its remit through a long-term strategy, as well as plans, policies and procedures. It should set out more clearly in an annual plan how it intends to deliver on its aims and support the Scottish Government's priorities, regularly reporting on performance. (6)	Q1 2027/28	Performance Management Framework and KPIs in place, agreed with the Scottish Government in 2023/24. Annual Report of Performance published and publicised in Q3 of each financial year.	A new corporate Performance Management Framework, with revised outcomes and KPIs, will be finalised following the Strategy refresh. Ahead of this, we are undertaking a full review of approaches taken by peer agencies and wider best practice, including the revised UNESCO Framework for Cultural Statistics and the Centre for Cultural Value's work on a potential National Cultural Data Observatory. We have discussed the UK-level position with Arts Council England, given the similar recommendations in Hodge Review. We are actively engaging with the National Lottery Promotions Unit (NLPu), DCMS and peer National Lottery distributors on data sharing and potential opportunities for consistent data specification and analysis. An internal audit on this area has completed.	We are currently commissioning research into a framework for Measuring Impact that will help us to set outcomes for our refreshed Strategy that are better aligned to the Scottish Government's ambitions, including the aim for a successful Wellbeing Economy. Findings from this research will feed into development of a corporate Measuring Impact Framework. We are now beginning work to develop new performance indicators for our operational activity based on CS Management Information. Other KPIs will be developed in line with the Measuring Impact Framework, dependent on Strategy. We have convened a Project Group for this work, with the first meeting taking place on the 27th October.
GP7	Review the data required from applicants and funded organisations (in line with revised PMF & KPIs)	Creative Scotland should streamline the reporting and monitoring required of funded individuals and organisations to enable more focus on outcomes and on demonstrating impact. (17) As Fair Work is a key priority of Creative Scotland, its compliance should be more effectively monitored across funded organisations. (18)	Q4 2026/27	Digital annual statistical survey for Multi-Year Funding recipients went live in 2025/26. To assist recipients the following changes were made: - number of questions reduced - an online form enables organisations to complete the form in a secure digital environment within their Creative Scotland account Open Fund award recipients now have access to: - a digital end-of project monitoring form - a refreshed equalities monitoring form	We are undertaking a review of sector and peer organisations' data sources to see if there are third party sources we can use to reduce the ask on funded organisations. This work will feed into redevelopment of our approach to Open Access Funding and our Annual Statistical Survey of MYF organisations.	Review of data required from applicants will be reviewed at the following key milestones: - design and development of next iteration of Multi-Year Funding in 2027/28 - design and development of new Open Access Funds Digitisation and work to ensure we do not ask for same data twice. Review what third party data is available that might stand-in for current data requests. Existing Fair Work form to be digitised. Review data collected from other Scottish public bodies that might be duplicative, and work with them to see if further streamlining possible.
GP8	Further digitisation of funding applications	Creative Scotland needs to revise and digitise all funding application processes to make them more proportionate and streamlined, reducing bureaucracy for both applicants and assessors and making it clear who determines funding. (24) Screen Scotland should review the process of allocating funding to reduce delays in the system. (28)	Q4 2026/27	We have digitised our Annual Statistical Survey and equalities Monitoring Form. We conduct an annual review of our data schedule to ensure all requested data is relevant, is being issued and is correctly specified.	We have prioritised further digitisation of application processes within our operational budgets, as well as supporting digitisation of key operational processes. In 2026/27 we are prioritising Screen Scotland funds for digital development and will introduce digital functionality for managing relationships with organisations receiving Multi-Year Funding. We are also digitising the current Annual Statistical Survey for Multi-Year funding organisations, as well as our Fair Work and Equalities monitoring processes. This will help streamline data collection and help us to share insights more effectively, as recommended by the Review.	Continued rolling programme of digital transformation, with redevelopment of MYF and Open Access funding incorporated, to simplify and streamline administration and make it proportionate to the level of funding.

Partnerships & Relationships						
Ref	Project	Review recommendations	Complete by	What we were doing	What we are doing in response to Review	What we will do next
PR1	Review the networks we facilitate to enhance our decision-making and delivery (including role with Partners at local level)	Creative Scotland should work with others to provide economies of scale and improve outcomes. (5) Creative Scotland should clearly articulate its role in relation to other national bodies working across the cultural landscape, proactively working with them and the Scottish Government to influence collaboration, strengthen impact, reduce the risk of gaps or duplication and ensure prioritisation to better support long-term sector needs including a strong talent pipeline. (31) Creative Scotland should review the networks it facilitates, in conjunction with representatives from the sector, to make sure that the appropriate partners are involved to ensure local intelligence and sector-wide representation feed into decision-making and delivery. (32)	End Q4 2026/27	Working with sector representatives and membership organisations. Working with local and national networks which have grown over a period of time; planning for a more holistic overview.	Draft terms of reference has been developed framing how we will work with sector representatives and membership organisations. This has been shared with these organisations for further development. Brief and scoping document being developed to undertake a review of national and local networks.	Finalise terms of reference of regular meetings of sector representatives. Network review to be complete and any gaps identified. A broader review of national and local networks has been discussed on a preliminary basis with potential delivery partners and a more detailed brief and scoping document is in development. The aim is to complete this project by the end of 2026/27 financial year.
PR2	Strengthen internal communications, including the rationale for decisions	Communication should be strengthened internally and externally. Decisions, and the rationale for them, should be shared internally prior to public announcements. There should be improved communication processes to ensure consistency of delivery. (20)	Ongoing	Weekly Communications Update and Forward Look; internal updates prior to any external announcements; all-staff drop-ins. Long-established policy of ensuring all external announcements are briefed internally prior to issue.	The following initiatives implemented: - 'Have your Say' pulse surveys - Meet the Board events - Monthly All Staff CEO call - All Staff meetings - Introduced a Colleague Representative Group to ensure share of voice alongside our Union Reps. We have reviewed our internal communications routes, including our Intranet, drawing on input from a series of staff workshops, and updated our approach in line with Review recommendations.	Continue these activities, embedding them as Business As Usual in the organisation. Ensure all external communications are shared with staff on the internet and round-up issued as part of weekly Comms update. Key communications shared with staff in advance of publication.
PR3	Refresh and update our websites, including refreshing our Opportunities site	The website should be improved to enhance public access and improve transparency. There is scope to make more data, information and decisions publicly available (19).	Ongoing	Website refreshed and restructure in 2025 based on user input and testing. A rolling programme of content is produced and scheduled to be published on the Creative Scotland and Screen Scotland websites on a regular basis. The website content is supported with daily updates published on our social media channels. This programme of content is designed to provide timely, clear and transparent information updates. The Opportunities section of the website is being refreshed.	Focus on the publication and regular update of key data about our funding, reach and impact. Publication of Annual Review of Performance and associated Comms materials in December 2026.	Continue with these activities including the planned programme of digital content and ongoing maintenance. Regular updates of the website continue to take place to ensure optimal user experience and continuous improvement of information, data and accessibility.
PR4	Identify opportunities to engage and influence more widely across related portfolios and with the UK government	Creative Scotland should clearly articulate its role in relation to other national bodies working across the cultural landscape, proactively working with them and the Scottish Government to influence collaboration, strengthen impact, reduce the risk of gaps or avoid duplication and ensure prioritisation to better support long-term sector needs including a strong talent pipeline. (31) Creative Scotland should foster a constructive relationship with the Scottish Government sponsorship team, to inform decisions by the Scottish Ministers around priorities and subsequent funding. (33) Through building relationships and using its intelligence Creative Scotland should strengthen its influence on local, Scottish and UK governments. (35)	Ongoing	Regular meetings with Scottish Government sponsor team and Cabinet Secretary. Parliamentarians invited to Creative Scotland events including Momentum and Festivals Reception. MSP annual survey to measure impact. Regular appearances at Culture Committee evidence sessions and written evidence provided as required. Engagement with UK Government and Westminster on relevant consultations and committees.	All new and returning MSPs written to and provided with a briefing on the work of Creative Scotland and Screen Scotland. Quarterly newsletter produced and issued to all MSPs and their offices. In-Parliament events being explored for Spring 2027. Engagement with MPs and DCMS on key topical issues i.e. National Lottery Consultation.	Continue with these activities, expanding engagement with UK Government and MPs where appropriate. Forward rolling programme of briefing for MSPs, focussing on different areas of our remit and relevant sector activity.
PR5	Consider ways to champion the benefits of international working	The benefits of international collaboration are so significant that the national body should explore options to do more in this space. Working with other bodies, Creative Scotland could better demonstrate the value of international activity, including both international touring and bringing international artists to Scotland. (36)	Ongoing	International is one of Creative Scotland's published strategic priorities. Creative Scotland, in partnership with the British Council, delivers the annual Momentum initiative at the Edinburgh Festivals. This programme showcases Scottish culture to international delegates. Creative Scotland runs showcasing and promotional initiatives for artists on international platforms throughout the year including: - Celtic Connections - WOMEX - Jazzahead! - Made in Scotland Screen Scotland attends international film festivals to promote Scottish film and engage with the international sector, cultivating business partnerships and opportunities. We are a key partner, alongside British Council and the National Galleries Scotland, in the delivery of Scotland + Venice on a biennial basis. Creative Scotland's and Screen Scotland's communication platforms are used to share and promote our international activity. Creative Scotland is an active member of the Scottish Government's Brand Scotland initiative, promoting Scotland to the world.	Communications team and International team are working together to consolidate an International section on the website to house information on all of our international activity in one area. A pilot fund, the International Touring Fund for Music, will launch imminently supported by SG as a new initiative which feeds into the groundwork for the SG Cultural Export feasibility study. Undertaking Climate Impact Assessments for international work and completing the associated actions, as well as reviewing work to meet ISO14067 for Scotland + Venice. Influencing external international events to include climate content in their programme and consider within planning. Creative Scotland are part of the fifth round of the UK Four Nations International Touring and Environmental Responsibility Programme.	International activity will continue to remain an area of strategic priority and Creative Scotland will continue to champion it across communication channels. Consider the learnings from the Scotland + Venice ISO14067 work and explore how Creative Scotland can apply these to Momentum and other international projects. Play an active role to support the scoping process SG are leading on a Cultural Export Office for Scotland. Work with international Arts Councils to broaden opportunity and revenue sources for Scottish artists and organisations to collaborate internationally. Discussions with SG teams on balancing direction on international engagement and our statutory climate responsibilities. Make the case for SG resources to support expanded activity.

Note
Workstreams highlighted in blue are formalised as projects, denoting oversight and support from the Programme Management Office.