



Culture, Tourism, Europe and External Affairs Committee
Europe@parliament.scot

IM/km
3 December 2018

Dear Convener,

RE: Evidence session follow up

As requested, I am writing to follow-up to a number of points raised in the evidence we provided to the Committee on 01 November. Specifically:

1. Strategy update and Funding Review
2. Organisational Review
3. Studio tender process

1. Strategy update and Funding Review

Our 10-year corporate plan was first published in 2014. Nearly five years into the plan, and in the context of the future publication of the Scottish Government's National Culture Strategy and ever increasing pressures on resources, it is now timely to update and more clearly describe our strategic priorities.

The independent evaluation of the Regular Funding 2018-21 process is complete. Conducted by [Wavehill](#) consultants, it has provided us with objective insight and a set of recommendations that will help inform the development of future funding models. The recommendations have already been published and were included in our recent submission to the Committee (https://www.creativescotland.com/data/assets/pdf_file/0008/57617/CTEEA-Written-Submission-011118.pdf).

The final report has been shared with our staff and will be published once the findings and implications have been discussed and understood fully. We anticipate this to be towards the end of this year, at which time we will also share the report with the Committee.

This evaluation is feeding into the wider review of our overall funding approach.

We have received considerable feedback from the sector already and we will be scheduling public consultation sessions across Scotland in the early part of 2019 to discuss ideas and options on priorities and the best funding approaches.

Following that public consultation process, we aim to have agreed and announced our updated strategic priorities and future funding approach as soon as possible in 2019. It's important to note that we will honour the current three-year Regular Funding agreements and ensure that organisations are supported through any transition to a new model. If necessary, we may consider extending existing funding arrangements to allow time for any new approach to be implemented, subject to available resources.

Whilst we consult on the future funding model, we will continue to operate our other funds, including the Open Project Fund, and will implement any changes to improve the current process. Some streamlining improvements may be more internally focussed but will be beneficial for the experience of applicants, for example the quality and nature of feedback.

2. Organisational review

In parallel with the strategy update and revised funding approach, we have also committed to reviewing our organisational culture, values, structures and operations. Whilst this work is largely about our internal workings, it is very firmly also focussed on how we can best operate with the clarity and transparency required to ensure there is trust and confidence in us externally.

Our staff and Board are working with [Open Change](#) who are supporting us through this process, and external stakeholders will be able to contribute as part of this work. We aim to have identified the key priorities for change by the end of March 2019 and will action changes appropriately on an ongoing basis over the weeks and months ahead.

3. Studio tender process

The delivery of additional permanent studio facilities for Scotland is a top priority.

We are in the closing stages of important and sensitive negotiations with the landlord of the proposed location which will then enable us to launch a tender process to appoint a private sector studio operator. The exact timing is contingent on reaching a satisfactory conclusion with the landlord, however our current planning is for the tender process to go live on or before 07 December 2018, with a deadline for responses by February next year and a conclusion on the final operator early next April. We will then work to support the operator to deliver the studio during 2019.

I hope this update has been useful. I recently provided a similar briefing to all of the 121 organisations currently in receipt of Regular Funding and will continue to communicate publicly as we progress through these various pieces of work over the coming months.

As always, if you have any questions, please do contact us.

Yours sincerely,



Iain Munro
Acting Chief Executive
Creative Scotland