I am writing in a personal capacity representing neither the NVA board nor organisation to state two main issues with the current RFO process. Firstly putting artist led companies up against building-based organisations and expecting them to conform to the same complex criteria for funding is unsustainable. It has forced smaller companies to focus too much energy on an output led culture taking them away from the primary drive of delivering high quality art. Looking back on the RFO process the worst aspect of the ‘one size fits all approach’ was that no meaningful updates to Creative Scotland could take place during the elongated application process. The total lack of flexibility meant that for NVA when saving St Peter’s Seminary moved in a different direction, the company could not work with Creative Scotland to explore different options. In future they should build in the capacity to respond on an individual basis to complex problems and allow and encourage change where appropriate.