



CREATING OUR FUTURE...

...MINDING OUR PAST

Scotland's national cultural strategy

# FIRST ANNUAL REPORT



SCOTTISH EXECUTIVE

Making it work together

# NATIONAL CULTURAL STRATEGY

## CREATING OUR FUTURE ...

## ... MINDING OUR PAST

### FIRST REPORT

**The National Cultural Strategy, published in August 2000, set out four strategic objectives. They are to:**

- Promote creativity, the arts, and other cultural activity
- Celebrate Scotland's cultural heritage in its full diversity
- Realise culture's potential contribution to education, promoting inclusion and enhancing people's quality of life
- Assure an effective national support framework for culture

The Strategy identified a series of key priorities and actions in support of these strategic objectives. This document reports on the progress made in each of these in the year since the publication of the Strategy. It also describes the next steps and a continuing plan of action. Many agencies are involved and have contributed to this report.

In a number of cases where the actions set out in the Strategy overlap or are being pursued together, this document groups them together.

Further information on the Strategy can be had from the agencies involved or from

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## FOREWORD

When I took over responsibility for Sport, the Arts, and Culture, I was excited by the challenges and opportunities each area of the portfolio presents. It is my conviction that each is fundamentally important to the quality of life of everyone in Scotland. Similarly they can make a unique and lasting contribution to the Executive's vision to build a confident, competitive and compassionate Scotland: confident in the quality of its cultural activities at all levels; competitive as a venue for international events and compassionate in ensuring that everyone can open the doors to new worlds that culture, the arts and sport can embody.

Our cultural life must be the natural home for our aspiration. We should not limit that aspiration. We can and do play on the world stage. As a small country our history, our heritage, our sporting achievements and the strength and diversity of our contemporary artistic scene lets us punch above our weight. We are a small nation but, among such smaller nations, our objective should be to have the most dynamic and exciting cultural scene.

This is not a mirage. I have seen what we can achieve – both abroad, for example in the performances of Scottish Opera's Ines de Castro in Porto, and at home, for example in the triumph of Gagarin Way at the Edinburgh Festival. I know there are many more success stories; we should acclaim them all.

The National Cultural Strategy aims to provide the underpinning to such success. The Strategy itself, as the first such document in our history, is an important milestone. I am therefore proud to present this, the first report of progress under the Strategy.

A lot has been achieved in the year since its publication. Both sport and culture received record increases in resources in SR 2000. Funding which ensured that the National Museum of Scotland abolished entrance charges; funding for a £3 million Strategic Change Fund over 3 years for non-national museums, funding to support excellence in the traditional arts and to support and attract major events to Scotland. We have also launched the audit of the collections and services in Scotland's museums and galleries, and are working with CoSLA to strengthen the wide range of ways local authorities can contribute to the Strategy.

Funding is not everything and the Strategy sets out a wide range of actions to ensure that our cultural sector gains strength and momentum. As this report identifies, a start has been made but there is still much to do. I look forward to reporting further progress next year.

The contributions of many partners are essential in achieving action under this agenda. That is why I have taken personal responsibility for leading a Group of representatives of key agencies whose commitment and involvement will be vital in achieving our shared objectives. The Joint Implementation Group, which met for the first time in mid August, will

review progress on the Strategy and inform the development of policy in this area. In doing so, it will engage and consult with other organisations and practitioner bodies from the cultural community who play a part in implementing the Strategy.

In the coming year, while I expect progress on a wide front, I wish to ensure that the Executive and its key partners work together to give particular priority to the following key areas:

- ensuring that our cultural life in its widest sense adds to the perception of Scotland across the world – our major events strategy and our developing approach to cultural tourism are central. We shall develop a programme of events to ensure that the contribution of Robert Burns is more fully recognised and realised;
- encouraging social inclusion – sport, the arts and culture are for everyone – there are issues of access we must continue to address and we must seek to overcome the many psychological barriers; but we can make more of the key role that cultural and sporting activities can play in raising the quality of life and the skills and experiences of those in our least advantaged communities. I look forward to examining the work in the sport and cultural area being undertaken in Social Inclusion Partnership areas;
- promoting the creative industries – the contribution to the economy of these enterprises needs to be emphasised and in reviewing Scottish Screen we shall ensure that together with Scottish Enterprise and the Scottish Arts Council we have the correct arrangements in place to ensure that their contribution is maximised. I am also keen to ensure that we recognise the fundamental importance of writing and writers;
- working with local authorities – their role is of fundamental importance; I was glad to welcome them to the Joint Implementation Group, and look forward to the further development of guidance and best practice advice on their role.

Finally, I wish to acknowledge the great contribution of artists, performers, curators and all others who work in the cultural sector and without whose talent, commitment and enthusiasm this Strategy would have no foundation.



**Allan Wilson MSP**

Deputy Minister for Sport, the Arts and Culture

# Strategic objective 1: Promote creativity, the Arts, and other cultural activity

## Key priority 1.1

Facilitate a climate supportive to those working in the cultural sector

Audit the availability of opportunities for training and continuing professional development for those working in the cultural sector, to identify areas which require further development

Improve access to advice, relevant business skills and training for those working in the cultural sector

### Implementation actions

- \* **The Scottish Arts Council (SAC), the Convention of Scottish Local Authorities (CoSLA), *learn direct scotland*, Historic Scotland, the Scottish Museums Council (SMC), the Scottish Higher Education Funding Council (SHEFC), the Scottish Further Education Funding Council (SFEFC), the Enterprise Bodies, the Small Business Unit, CBI (Scotland), the Federation of Small Businesses, the Scottish Management and Enterprise Council and relevant National Training Organisations (NTOs) and the NTO Grouping, IMPACT** will be asked for information on relevant courses for those working in these sectors and how access to business training might be improved
- \* **The Executive** will also invite comments on proposals for further development of this provision
- \* **Future Skills Scotland, located in Scottish Enterprise**, has an all-Scotland remit to improve the availability of labour market intelligence and projecting future skills needs, which will help ensure the relevance of training

### Current/next stages

- \* **Relevant bodies will be contacted by the Executive by the end of 2001**
- \* **The future structure of the NTO network is currently under review following a UK-wide consultation exercise which was initiated early in 2001. A framework for the future structure is expected to be published in the Autumn, following the agreement of Ministers in the Department for Education and Skills and the three devolved administrations**
- \* **The Executive will respond in due course to the imminent review of lifelong learning, to be undertaken by the Parliament's Enterprise and Lifelong Learning Committee**

## Key priority 1.1 – continued

### Facilitate a climate supportive to those working in the cultural sector

Review existing forums for gathering the views of those working in the cultural sector about ways in which national arrangements might be adjusted and improved

Create opportunities for networking amongst those working in the sector to stimulate sharing of experience and good practice, and the agreement of common objectives

#### Implementation actions

- \* **The Executive's** review of SAC will include consultation procedures and existing forums for consultation and discussion
- \* **Ministers** are reviewing networking opportunities for creative dialogue with the cultural sectors including the possible role of high-level fora such as lecture series and showcase debates bringing together key players from Scotland and beyond
- \* **The Scottish Museums Council (SMC)** co-ordinates an informal cultural heritage forum including SMC, the National Museums of Scotland (NMS), the National Galleries of Scotland (NGS), the National Trust for Scotland, the National Library of Scotland (NLS) and Historic Scotland
- \* **The SMC** has established a curatorial advisers forum
- \* **SAC** has helped establish a new literature forum of writers and publishers
- \* The three national institutions (**NGS, NMS, NLS**) have established the National Institutions Collaboration Exercise (NICE) to identify where they can work together to mutual benefit

#### Current/next stages

- \* **Reviews of SAC and Scottish Screen** being taken forward by the Executive in 2001. Further action on sectoral consultation will build on the outcomes from these reviews
- \* **SAC** has been considering methods for consultation and have undertaken a number of specific consultations e.g. cluster meetings with local authorities, in drama and dance, towards developing five-year strategies
- \* **The Scottish Museums Council (SMC)** is considering other regional specialist forums

## Key priority 1.2

### Enhance Scotland's creative industries

Work to promote the contribution of new technologies to the cultural life of Scotland, in partnership with Scottish Screen, the Scottish Arts Council, Scottish Enterprise and Highlands and Islands Enterprise

Work with DCMS to assure the contribution of the broadcast media to Scotland's cultural life, to include plans to capitalise upon the opportunities afforded by developments in digital technologies

#### Implementation actions

- \* **Ministerial** membership of the UK Creative Industries Task Force continues
- \* **Scottish Enterprise** is taking forward its Creative Industries Strategy: including a digital media centre in Glasgow; a Tayside Campus; and marketing centres to exploit overseas business opportunities
- \* **SAC, Scottish Screen, and Highlands and Islands Enterprise** will work to develop the creative industries
- \* The contribution of **local authorities** to the development of the creative industries will be recognised in the guidelines being developed by the Executive/CoSLA Joint Working Group, for issue in mid 2002
- \* **The Scottish Museums Council** are setting up a dedicated post to give ICT support to Scottish museums
- \* **The National Galleries of Scotland** has identified the digitisation of its Collections as a key objective; preparatory research begins Autumn 2001
- \* **The Executive** liaises with DCMS over the regulation of broadcasting and the extension of digital broadcasting
- \* **The Executive** provides funding of £8.5 million a year for Gaelic broadcasting

#### Current/next stages

- \* **The Executive's review of Scottish Screen will consider whether present organisational arrangements are best fitted to the needs of the creative industries**
- \* **The Executive is working with relevant bodies to ensure that UK broadcasting meets the particular needs of Scotland and its people**
- \* **Scottish Screen is working with the broadcasters, BECTU, production companies and Skillset to provide opportunities for training and experience in the industry**
- \* **Scottish Screen, Scottish Enterprise and SAC are developing the Creative Scotland Portal for the creative industries**
- \* **SAC is working on an audit of current work by artists using new media. Results by end 2001. New policy to be agreed early 2002**

## Key priority 1.2 – continued

### Enhance Scotland's creative industries

	Implementation actions	Current/next stages
<p>Support the development of Scotland's film industry through supporting Scottish Screen's development of a Film Charter for Scotland and the exploration of the feasibility of establishing a film studio</p>	<ul style="list-style-type: none"> <li>* <b>Scottish Screen</b> is taking forward the development of a Film Charter</li> <li>* <b>The Executive</b> is considering, in discussion with Scottish Enterprise and Scottish Screen, the feasibility of a film studio as part of the Pacific Quay developments in Glasgow</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Scottish Screen will consult on proposals for a Film Charter by the end of 2001</b></li> <li>* <b>Decisions will be made on the film studio proposal in the light of the prospects for production in Scotland</b></li> </ul>
<p>Investigate the feasibility of building on existing work involving a range of bodies to establish a national product design network</p>	<ul style="list-style-type: none"> <li>* <b>The Executive, Glasgow Enterprise, Scottish Enterprise, Glasgow City Council</b> and the <b>Royal Bank of Scotland</b> are exploring how the successful Glasgow Collection project could be developed into a national design support network</li> <li>* <b>The National Museums of Scotland</b> now have a dedicated curator of Design and Craft, and a dedicated gallery for such exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>* <b>A Working Group is considering the way forward on the Glasgow Development Design Project</b></li> </ul>

## Key priority 1.3

### Celebrate excellence in the arts and other cultural activity

	Implementation actions	Current/next stages
Investigate the feasibility of identifying national centres of excellence in traditional arts	<ul style="list-style-type: none"> <li>* <b>The Executive</b> allocated an additional £1.5 million to SAC over three years to support excellence in the traditional arts</li> <li>* <b>The Executive</b> asked <b>SAC</b> to take this forward by developing a framework of qualifying criteria and proposing what roles would be most appropriate for national centres of excellence</li> <li>* <b>SAC</b> announced in February 2001 support for a wide range of projects in the first phase of this initiative</li> </ul>	<ul style="list-style-type: none"> <li>* <b>SAC will advise the Executive on its proposals for years 2 and 3</b></li> </ul>
Enhance existing structures and arrangements for recognising achievement in arts and cultural activity	<ul style="list-style-type: none"> <li>* <b>The Executive</b> will work with <b>SAC</b> to ensure that relevant awards are well publicised and effective in promoting the best of work in Scotland</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Continuing work by SAC, building on e.g. Creative Scotland Awards scheme</b></li> </ul>
Take steps to develop a national theatre for Scotland	<ul style="list-style-type: none"> <li>* <b>The Executive</b> asked <b>SAC</b> to undertake a feasibility study on the proposals for a national theatre for Scotland. An independent working group under Donald Smith developed a detailed proposal and SAC reported to the Executive in July 2001 following wide consultation</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Executive will consider SAC's recommendations</b></li> </ul>

## Key priority 1.3 – continued

### Celebrate excellence in the arts and other cultural activity

	Implementation actions	Current/next stages
<p>Identify and promote the national roles and responsibilities and realise the full potential of the funded companies which work across Scotland</p>	<ul style="list-style-type: none"> <li>* SAC will ensure that the objectives of the Strategy are reflected in their funding allocations</li>   <li>* The role of <b>local authorities</b> and their relations with national companies will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA for issue in mid 2002</li> </ul>	<ul style="list-style-type: none"> <li>* SAC work continues</li> </ul>
<p>Promote partnerships by public and private bodies which support the production of the highest standards of cultural work</p>	<ul style="list-style-type: none"> <li>* SAC will continue to develop partnership approaches by working with the organisation <b>Arts and Business</b>, and through liaison and collaboration with sponsor bodies</li> <li>* <b>The Scottish Museums Council</b> continue to work with <b>Arts and Business</b> to explore how best the museums can build relationships with the business sector</li> <li>* The partnership formed to develop Scotland's Ryder Cup bid will be considered as a practical template for future projects particularly in relation to the promotion of major events in Scotland</li> </ul>	<ul style="list-style-type: none"> <li>* SAC and the Executive are to explore with <b>Arts and Business</b> options for heightening the profile of arts sponsorship</li> <li>* The Executive will publish a strategy for major events in Scotland</li> </ul>

## Strategic objective 2: Celebrate Scotland’s cultural heritage in its full diversity

### Key priority 2.1

Promote Scotland’s languages as cultural expressions and as means of accessing Scotland’s culture

Continue to support, where demand is sufficient, Gaelic-medium pre-school and primary education

Examine the feasibility of a centre for the languages of Scotland covering Gaelic and the varieties of Scots which could incorporate the Scottish National Dictionary

#### Implementation actions

- \* **The Executive** has increased provision to education authorities for Gaelic-medium education and has allocated a further £1m for the support of Gaelic in 2001-02
- \* Following guidance from **the Executive, SHEFC** has increased by 10 the number of funded places for initial teacher education for Gaelic-medium teaching, taking effect in Autumn 2001. As a result Strathclyde University has increased its intake of Gaelic-speaking students to the PGCE (Primary) course in 2001-02 from 6 to 12
- \* **Historic Scotland’s** Education Service is working closely with **Commun na Gaidhlig** to translate certain school packs into Gaelic for Gaelic-medium schools
- \* **Carnegie Centre** has provided £30,000 funding for a pilot project for a centre for the languages of Scotland covering Gaelic and varieties of Scots
- \* **The Universities** and **SAC** support work on the Scots language on a continuing basis

#### Current/next stages

- \* **The Executive will continue to develop its programme of support for Gaelic in which Gaelic-medium education is a cornerstone. A group under Donald Meek are looking more widely at the underlying strategy for Gaelic and the recommendations of the Macpherson report which presented the case for a separate Gaelic development agency**
- \* **SAC is leading discussions to bring together the Scottish National Dictionary and the Dictionary of the Older Scottish Tongue**
- \* **The National Museums of Scotland are developing an exhibition of poetry at Kitchside including work in Scots**

## Key priority 2.1 – continued

### Promote Scotland's languages as cultural expressions and as means of accessing Scotland's culture

Ensure that through their initial training and continuing professional development (CPD), teachers are well prepared to promote and develop all pupils' language skills

Continue to support the production of education resources which encourage language diversity and learning about all the languages spoken

#### Implementation actions

- \* **The Executive** will take forward the development of a national framework for CPD. The national framework will cover general CPD as well as a specific programme to achieve the Chartered Teacher Standard
- \* An **Executive** review of initial teacher education is underway, the first stage of which concluded in June 2001
- \* **The Executive** seeks to ensure that **Learning and Teaching Scotland (LTS)** continues to produce materials as appropriate
- \* **The Executive** is funding Stòrlann, the national resource centre for Gaelic-medium teaching materials
- \* **The National Grid for Learning** project has produced and distributed free to all Scottish schools digital resources supporting the teaching of languages other than English
- \* High-quality resources produced by **education authorities** are made available through the Scottish Virtual Teachers Centre

#### Current/next stages

- \* **First phase of consultation on the Chartered Teacher Standard is complete and responses are being analysed**
- \* **Other elements of national framework being taken forward by the Ministerial Strategy Committee on CPD**
- \* **The second stage of the review of initial teacher education will follow and be informed by the National Debate process which will be initiated by the Executive early in 2002. It is expected that languages will be an integral part of the second stage of the review**
- \* **The Executive is considering further how the language needs of minority ethnic communities might best be met. Specifically, the Executive currently is working with LTS to ensure it has the technical capacity to produce interactive digital resources in a variety of languages**

### Key priority 2.1 – continued

## Promote Scotland's languages as cultural expressions and as means of accessing Scotland's culture

Establish an action group to consider how the languages and cultural traditions of Scotland's ethnic minorities can be supported and how their contribution to Scotland's culture can be recognised and celebrated

#### Implementation actions

- \* **The Executive** is giving further consideration to this proposal in light of the specific commitment within its Equality Strategy to develop effective consultation frameworks in ways that are acceptable to minority communities
- \* **The Executive** will work with **SAC, Scottish Screen, Historic Scotland, the national institutions and local authorities** to ensure that, in line with the commitment in its "Second Programme for Government", equality of opportunity is at the heart of policy making and fully reflected in implementation of the Strategy
- \* **SAC** will consider how to support and celebrate Scotland's ethnic minority cultures within its strategy for cultural diversity and has already
  - appointed a Black and Ethnic Minorities officer
  - committed itself to the Year of Cultural Diversity (2002)
  - commissioned research to inform Policy and an Action Plan

#### Current/next stages

- \* **The Executive, in partnership with the Commission for Racial Equality and Children in Scotland and SAC, will host "Equal Futures" – a programme and one-day conference in November 2001 which will explore issues of identity, ethnicity and culture for all Scotland's children and young people**
- \* **The possible contribution and structuring of an Action Group will be considered in the light of the outcomes of that conference**

**Key priority 2.2****Conserve, present and promote interest in, and knowledge of, Scotland's history and cultural heritage**

Initiate a national audit of collections in the museums and galleries, beginning with the "industrial" museums

Review the existing statutory framework relevant to museums and galleries, and consider the case for a comprehensive national framework

**Implementation actions**

- \* **The Deputy Minister for Sport, the Arts and Culture** launched the audit of museum collections in April 2001; this is being undertaken by the **Scottish Museums Council (SMC)**
- \* **The Executive** provided £250,000 to SMC for the national audit, to secure an authoritative picture of Scotland's museums, their collections and associated services
- \* **The Executive** established a Strategic Change Fund of £3 million over three years for non-national museums sector; initial awards from the Fund made to three main industrial museums in December 2000

**Current/next stages**

- \* **Audit returns now being assessed. Interim report and provisional results for industrial museums and Glasgow Museums by end October 2001. Full publication of results by April 2002**
- \* **Criteria for further Fund awards being developed by the Executive and SMC**
- \* **The Executive will give priority in 2001-02 to completion of the national audit of collections and development of the Strategic Change Fund before moving to review legislation in discussion with all relevant interests**

Support the development of education services, including the production of digital and other education resources, in museums, galleries and sites in the care of Historic Scotland

Increase access to collections by means of ICT, including securing the future of SCRAN

### Implementation actions

- \* **The Executive's** funding allocations to the national institutions (NIs) and the SMC have included provision to improve access through the development of education and ICT
- \* The **NIs** and **SMC** corporate plans set out proposals for the development of digital and other education resources
- \* **SMC, the National Museums of Scotland (NMS)** and partners are considering how best to provide ICT, in partnership
- \* **Historic Scotland's** Education Service has been strengthened with officers based at Stirling and Edinburgh Castles
- \* **sportscotland** and **NMS** are collaborating on the development of a Sports Hall of Fame which will confirm sport as central to Scottish culture
- \* **NMS** have established a steering group with representatives of industrial museums, local authorities and Learning and Teaching Scotland, to explore the educational potential of the industrial museums
- \* **The National Galleries of Scotland's (NGS)** 3 Year Public Affairs Plan and Education Development Plan outlines substantial increased investment in staffing and resources in Outreach, Marketing and Education; and includes measurable Key Objectives
- \* **NGS's Playfair Project** plans include a cutting-edge *IT Gallery*

### Current/next stages

- \* **The Executive will encourage the NIs and SMC to identify and share good practice in all issues of access**
- \* **The Executive will keep in touch with UK website developments**
- \* **Historic Scotland will build on SCRAN to provide increased access to information on its estate; HS is also developing its website to include a dedicated section for schools and children**
- \* **In November 2001, sportscotland plans to launch the Sports Hall of Fame within the NMS. This will be a temporary site with a permanent site, within the NMS, to be established by November 2002**
- \* **NMS organising a conference "The Learning Power of Museums in Scotland" in October 2001, with CoSLA, SMC and NGS**
- \* **NMS's travelling exhibition for children "Discovery on the Move" will go to eight venues around Scotland in 2002-03**
- \* **SMC is reviewing ICT strategy, and taking forward co-ordination of ICT development for non-national museums**
- \* **Further development of library-based IT projects such as CAIRNS, SLAINTE and Scottish Writers Project**

## Key priority 2.2 – continued

### Conserve, present and promote interest in, and knowledge of, Scotland’s history and cultural heritage

	Implementation actions	Current/next stages
	<ul style="list-style-type: none"> <li>* <b>NOF</b> announced in July an award of £4 million to the National Library of Scotland for “Resources for Learning in Scotland” digitisation project which includes a role for SCRAN</li> <li>* <b>SMC</b> has published guidelines and best practice on increasing access through interpretation, entitled “A Closer Look”</li> </ul>	
<p>Review current library legislation to ensure that it is appropriate to the 21st century</p> <p>Support the National Library of Scotland (NLS) in its aim to become a “hybrid library” maintaining its traditional print-based functions while developing its ICT facilities to meet the demands on a modern library of national and international importance</p> <p>Encourage new partnerships in both public and private sectors, and further collaboration within the library sector to include the exploitation of ICT and the development of policies for national collections, particularly in relation to Scottish material</p>	<ul style="list-style-type: none"> <li>* <b>The Executive</b> is to work with the <b>Scottish Library sector</b>, including <b>CoSLA</b>, to review legislation</li> <li>* <b>The Executive’s</b> financial allocations to NLS include provision to enable them to take this forward</li> <li>* <b>NLS</b> and the <b>Scottish Library and Information Council (SLIC)</b> continue to promote initiatives for partnership working</li> <li>* Statistical Accounts of Scotland now available electronically to school, FE and public libraries</li> <li>* New partnerships are also developing in the museums and galleries sector; for example, the <b>Museum of Scottish Football at Hampden Park</b> opened in May 2001 with ERDF grant and support from <b>the Executive</b> as part of the overall redevelopment of the stadium</li> </ul>	<ul style="list-style-type: none"> <li>* <b>Timetable under consideration for review of library legislation – see previous reference to museums legislation</b></li> <li>* <b>NLS and the Executive to review progress towards hybrid library annually in light of NLS corporate plan provision</b></li> </ul> <p>Future reports will also consider the continuing development of a range of initiatives, e.g.</p> <ul style="list-style-type: none"> <li>* <b>Digital Scotland Task Group covers public and private bodies</b></li> <li>* <b>in Modernising Government agenda interoperability covers all sectors including libraries, museums and archives</b></li> <li>* <b>Partnership Libraries – electronic links between Scottish Parliament Library and “constituency” public libraries</b></li> <li>* <b>Health Sector Learning Together report covers ICT development in library and information services in NHS</b></li> </ul>

**Key priority 2.2 – continued**

Conserve, present and promote interest in, and knowledge of, Scotland’s history and cultural heritage

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Implementation actions

Current/next stages
<ul style="list-style-type: none"><li>* Executive and Gates Foundation partnership to provide Excellence Fund of £600,000 for IT projects in public libraries in SIPs areas</li><li>* Report on National Strategy for Scottish Materials published and discussed at seminar; further research in hand – involves NLS, HE libraries and public libraries</li></ul>

## Key priority 2.3

### Promote international cultural exchange and dialogue

Promote the establishment of an Internationalisation (Go and See) Fund to support inward and outward travel by individuals and companies working in the cultural sector to learn, exhibit, screen or perform in other countries

Build upon existing initiatives and joint working by relevant bodies such as SAC, the British Council, Scotland Europa, Scottish Enterprise, Scottish Trade International and Scottish Screen to develop opportunities to promote Scotland's culture

Maximise the benefits of existing international links, including town-twinning, to widen cultural access and understanding

Seek opportunities to promote Scotland's culture abroad

Set up a Ministerial Task Force to promote cultural tourism as part of the New Strategy for Scottish Tourism

Collaborate in joint cultural activity or projects with other European regions/member states, to access EU Culture 2000 funding and to influence EU policy for culture

#### Implementation actions

- \* A range of organisations and individuals from Scotland have made significant impacts internationally
- \* SAC has allocated £300,000 from additional resources awarded by the Executive for international working - for R&D, international project development and showcase events
- \* **The British Council Scotland** have developed a co-ordinated UK Arts web network and cultural portal, working with SAC on the Scottish content
- \* **The Executive** is examining a programme of events to raise the profile of Robert Burns and his unique contribution and continuing legacy to Scottish and World culture
- \* **The Executive, SAC** and **VisitScotland** to liaise actively (engaging partners e.g. the SE Brussels Office, the British Council and other agencies) regarding proposals for promoting cultural tourism and participating in international events which can promote Scotland
- \* **The Executive**, through **SAC**, continues to fund the Edinburgh International Festival, the Fringe and Book Festival to the sum of £1,005,000 – an increase in 2001 of £135,425

#### Current/next stages

- \* **The Executive will ensure all its agencies keep alert to opportunities to become involved in international events and discuss a strategic framework to assist this activity**
- \* **The Executive will consider with its agencies how best to identify and celebrate the spread of international achievements by Scottish bodies**
- \* **SAC, in conjunction with the Executive, British Council and other partners, are seeking to present Scotland's arts as part of the Tartan Day "Distilled" event in 2002**
- \* **The National Museums of Scotland (NMS) are supporting an exhibition of Scottish contemporary culture and silversmithing and related events as part of UKwithNY festival, with funding from Scottish Enterprise Edinburgh and Lothian**
- \* **NMS will continue its contribution to Tartan Day 2002 with an exhibition in New York and a lecture in Washington**
- \* **The NMS exhibition "Celebrating Scottish Crafts" (touring Scotland until February 2002) will then tour in North America**

## Key priority 2.3 – continued

### Promote international cultural exchange and dialogue

Ensure that Scotland attracts international events

#### Implementation actions

- \* **SAC**, in consultation with the **British Council**, has developed an international working strategy
- \* Showcase events have taken place at the Edinburgh International Festival and Celtic Connections
- \* The contribution of **local authorities** to international cultural exchange will be recognised in the guidelines being developed by the Executive/CoSLA Joint Working Group, for issue in mid 2002
- \* **Executive Ministers** did not think the time was right to create a new task force on cultural tourism. They have given priority to the development of a strategy for major events
- \* **The Executive's** National Tourism Strategy published in February 2000 identifies cultural tourism as an important niche and notes that **VisitScotland** pays particular attention to it in its marketing effort
- \* **SAC** continues, in collaboration with **VisitScotland and Area Economic Fora**, to develop arts and tourism projects – with particular emphasis on rural FMD “recovery areas”
- \* **Historic Scotland** actively promotes Scotland as a destination for cultural tourism in relation to the built heritage through participation in travel trade activities in North America, Europe and the Far East

#### Current/next stages

- \* **The SAC, in consultation with the British Council, will establish an information post for international working**
- \* **The Executive will give priority to the examination of the international impact of culture in the next phase of implementation of this Strategy**
- \* **The Executive will publish its major events strategy for consultation in 2001**
- \* **The National Tourism Strategy actions are currently being reviewed and assessed by VisitScotland. The results will be published by the end of 2001 and further action taken as necessary**

## Key priority 2.3 – continued

### Promote international cultural exchange and dialogue

#### Implementation actions

- \* **The Executive** hosted a Seminar on cultural tourism in Brussels on 8-9 March 2001
- \* **The Joint Implementation Group** will explore options for joint cultural activities and projects with EU partners designed to showcase Scotland's arts and culture
- \* **The Executive** continues to liaise with DCMS and the EU in order to influence developments in arts policies
- \* **The Executive** has made a commitment in its "Second Programme for Government" to develop a major events strategy to attract sporting and cultural events to Scotland

#### Current/next stages

## Strategic objective 3: Realise culture’s potential contribution to education, promoting inclusion and enhancing people’s quality of life

### Key priority 3.1

Promote and enhance education and lifelong learning in, and through, the arts, culture and heritage

Recognise and celebrate schools as centres of creativity

Commission Learning and Teaching Scotland (LTS) to work with SAC to prepare practical advice for education authorities and schools on the particular contribution that cultural activity can make to forging links with communities, and to promoting pupils’ achievement, knowledge and skills, self-esteem, creativity and inclusion

Pilot posts as school co-ordinators for heritage, arts and culture, and fulfil the commitment to have sports co-ordinators in every secondary school in 2003

#### Implementation actions

- \* **The Executive** published its priorities in school education in March 2001. These include: “to equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition”
- \* **LTS** and **SAC** to collaborate in support of the Executive’s vision for the enhanced role that culture and creativity can play as part of the curriculum
- \* The role of **local authorities** as education authorities will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA for issue in mid 2002
- \* **SAC** is part-funding links officers in education authorities to liaise with schools
- \* **The Executive** has made a commitment in its “Second Programme for Government” to set up the pilot posts for the school co-ordinators. **The Executive** has committed £750,000 over three years to this pilot, which is currently being developed

#### Current/next stages

- \* **Pilot programme for the Executive’s “Cultural Co-ordinators” in schools scheme to be launched in 2002**
- \* **SAC is investigating the setting up of an Education Forum for the Arts**
- \* **Good practice case studies gathered by Learning and Teaching Scotland will form the basis of guidance to be disseminated later this year**
- \* **As at September 2001, 301 secondary schools (about 75%) have appointed school sports co-ordinators**

### Key priority 3.1 – continued

Promote and enhance education and lifelong learning in, and through, the arts, culture and heritage

	Implementation actions	Current/next stages
	<p>* <b>sportscotland's</b> sports co-ordinator scheme rolled out nationally in 1999. £1.5 million extension to the scheme announced in November 2000</p>	
Identify the contribution that cultural activities can make to promoting literacy, in the context of the work of the Adult Literacy Task Force (ALTF)	<p>* <b>The Executive's</b> national adult literacy strategy will actively encourage the use of Scottish literature within adult literacy programmes</p>	<p>* <b>The Executive will keep under review with partners what guidance and materials will be required to achieve this</b></p>
Reinforce support for the National Grid for Learning (NGfL), <i>learndirect scotland</i> and other lifelong learning initiatives through the Public Library IT initiative and SCRAN	<p>* Implementation actions are linked to Key Priority 2.2 set out above</p> <p>* <b>Ministers</b> welcomed <b>New Opportunities Fund Lottery grant</b> of £6.1 million allocated in July 2001, a digitisation initiative designed to bring learning material in galleries, libraries, museums and universities into homes and communities. This complements NOF's ICT Community Access to Lifelong Learning programme, worth £23 million to Scotland</p> <p>* <b>The Executive</b> provided £100,000 challenge fund to establish pilot learning centres in public libraries</p>	<p>* <b>Development of Public Library Network continuing with support from SLIC and NOF funding</b></p> <p>* <b>The Executive continues to develop the NGfL. A report on progress in developing the NGfL in Scotland has been published on the Internet and can be found at <a href="http://www.scotland.gov.uk/library3/education/nglr-oo.asp">http://www.scotland.gov.uk/library3/education/nglr-oo.asp</a></b></p> <p>*<b>The Executive continues to develop its one-stop shop – <i>learndirect scotland</i> – which is rolling out learning centres across Scotland</b></p>

### Key priority 3.1 – continued

#### Promote and enhance education and lifelong learning in, and through, the arts, culture and heritage

	Implementation actions	Current/next stages
<p>Work with education authorities to maximise opportunities for instrumental tuition in schools, free to those unable to pay</p>	<p>* <b>The Executive</b> is developing good practice guidelines for local education authorities which address management of this service, quality assurance, inclusion and equality</p>	<p>* <b>Guidelines to issue during academic session 2001-02</b></p>
<p>Ensure that the value of culture in the school experience is promoted in future reviews of teachers’ initial training and continuing professional development</p>	<p>* <b>The Executive</b> is taking forward the development of a national framework for CPD through the Ministerial Strategy Committee on CPD. The national framework will cover general CPD as well as a specific programme to achieve the Chartered Teacher Standard and leadership and management pathways incorporating the Standard for Headship</p> <p>* <b>NGS’s</b> recent In-Service Training Day for teachers, held at the “King Over the Water” exhibition at the National Portrait Gallery, delivered quality training directly within an arts context</p>	<p>* <b>First phase of national framework being taken forward by Ministerial Committee on CPD including:</b></p> <ul style="list-style-type: none"> <li>– <b>development of the Chartered Teacher Standard and Programme</b></li> <li>– <b>review and consultation on Staff Development and Review, and link to CPD portfolio</b></li> <li>– <b>consultation and guidance on Leadership and Management Pathways for Promoted Teachers</b></li> </ul> <p>* <b>NGS has, as a Key Objective in Education, the provision of a <i>Teachers’ Drop-In Centre</i> where teachers can be familiarised with the Collections within an informal structure</b></p>

**Key priority 3.1 – continued**

Promote and enhance education and lifelong learning in, and through, the arts, culture and heritage

Ensure that the potential contribution of culture is recognised in community learning

**Implementation actions**

- \* *learndirect scotland* learning centres are becoming established across Scotland – many in socially excluded areas – opening up opportunities to study all types of learning, including culture, history and the arts
- \* Locally driven projects supported through the **Executive's Social Inclusion Partnership (SIP) initiatives** are encouraging the regenerative impact of art and culture within communities. The important role of the arts is therefore being recognised in areas of disadvantage
- \* The role of **local authorities** to promote links between culture and community learning will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the **Executive** and **CoSLA**, for issue in mid 2002
- \* All **authorities** have in place community learning strategies

**Current/next stages**

- \* **SAC SIP Schemes support a range of initiatives connected to community learning**
- \* **The Executive will ensure that the place and role of culture in community learning strategies is fully developed as they are reviewed and revised**

## Key priority 3.2

### Develop wider opportunities for cultural access

Progressively improve access to museum, gallery and library collections for all groups

#### Implementation actions

- \* **The Executive** has provided funding to enable the National Museum of Scotland to abolish admission charges from 1 April 2001
- \* **The Executive's** financial allocations to bodies include provision for improving access
- \* **The NIs** and **the Scottish Museums Council (SMC)** set out proposals for improving access in their corporate plans
- \* **The SMC's** guidelines for the promotion of social justice launched by the Deputy Minister for Sport the Arts and Culture at the end of 2000, encourage: active involvement to make all people feel welcome to museums and galleries (both national and local); lifelong learning; and identifying and breaking down barriers
- \* **SLAINTE** website now provides information on library and information services across Scotland, including opening hours, etc., and also details of local studies and other special collections held by libraries
- \* **Scottish Newspaper Microfilming Unit** has a programme for microfilming collections of important national and local newspapers to improve public access
- \* **Historic Scotland** operates an annual free weekend at all its properties, offers free admission to pre-booked school groups and is actively engaged in promoting physical and intellectual access to all its properties

#### Current/next stages

- \* **The SMC guidelines "Museums and Social Justice"** include a three-year plan of action to break down barriers to inclusion
- \* **NMS** is planning a major initiative, "Access for all to the Museum of Scotland" (AMOS), with partners in local museums around Scotland to rotate exhibitions drawn from the Museum of Scotland and give increased access to the national collections

## Key priority 3.2 – continued

### Develop wider opportunities for cultural access

	Implementation actions	Current/next stages
Establish a national “portal” website with information, links and discussion forums on Scotland’s culture	<ul style="list-style-type: none"> <li>* <b>The Executive</b> is working with <b>SAC</b> to develop a specification for a portal</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Executive</b> is investigating the potential and implications of “Culture Online”, a DCMS proposal for a major cultural portal/website and the impact of other portals and websites under development</li> </ul>
Measure and report progress in reducing cultural exclusion because of disability, location, age or economic or educational factors and report on progress in meeting new standards	<ul style="list-style-type: none"> <li>* Many <b>SAC</b> initiatives – such as working with the SIPs, its disability strategy, and the access and participation scheme – seek to address this, as does the research work of certain Lottery-funded bodies, e.g. “The Audience Business”, which produces advice on participation in Edinburgh</li> <li>* <b>The National Galleries of Scotland (NGS)</b> begin a three-year rolling programme of quantitative and qualitative market research in Autumn 2001</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Executive</b> will develop an appropriate monitoring framework with key partners</li> <li>* <b>The Scottish Museums Council</b> is working with Resource to develop “Inspiring Learning: a new standard for education and access in museums”</li> </ul>
Encourage all national cultural bodies to establish junior boards of young people	<ul style="list-style-type: none"> <li>* All organisations are considering how best they can involve children and young people in their decision taking. Other models to the junior board idea have been put forward e.g. the approach at the <b>MacRobert Centre</b></li> <li>* <b>Historic Scotland</b> involves schools’ representatives when planning the way a property subject to significant development is to be presented to the public</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The NMS</b> continues its commitment to operate its <b>Junior Board</b> who are to be congratulated on their contribution to the new <b>Museum at Kitchside</b> in particular</li> </ul>

## Key priority 3.2 – continued

### Develop wider opportunities for cultural access

	Implementation actions	Current/next stages
<p>Encourage the development of the Public Library Network</p>	<p>* <b>The Executive</b> is working with the <b>Scottish Library Information Council</b> and the <b>public library sector</b> to establish the Public Library Network</p>	<p>* <b>Public Library Network on course for target date of end 2002</b></p> <p>* <b>Executive-funded Project Officer to enable SLIC to provide library authorities with advice and practical support on the development of the Network</b></p> <p>* <b>Co-ordination of NOF digitisation projects in Scotland</b></p> <p>* <b>Joint seminars ongoing with NOF for local authorities</b></p>
<p>Promote activity throughout the country by companies with national roles</p>	<p>* Implementation actions are linked to Key Priority 1.3 set out above</p> <p>* <b>SAC</b> is promoting activities at local level through a range of touring performance schemes (various arts forms) and exhibitions</p> <p>* <b>Local authorities</b> are encouraging visits by <b>national companies</b>, and exploring work with local schools as an integral element of this</p> <p>* The role of <b>local authorities</b> and their relations with <b>national companies</b> will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA, for issue in mid 2002</p> <p>* <b>National companies'</b> programmes all feature work in venues ranging widely across Scotland</p>	<p>* <b>In 2001-04 the Scottish Ballet and Scottish Opera group aims to provide more than £2.2 million for education and outreach work; and aims to bring world-leading dance, music and singing to around 120 venues, from Kirkwall to Stranraer</b></p>

**Key priority 3.2 – continued****Develop wider opportunities for cultural access**

Recognise the power of popular music-making to engage young people in cultural activities

**Implementation actions**

\* **The Executive's "Second Programme for Government"** included a commitment to ensure that implementation of the Strategy fully reflects the important role of popular cultural forms in engaging young people in cultural activity

\* **SAC's** first Policy for Contemporary Popular Music was launched by the **Deputy Minister for Sport, the Arts and Culture** in March 2001, to encourage participation and involvement in quality popular music by young Scots

**Current/next stages**

\* **SAC will monitor schemes promoted under its Policy for Contemporary Popular Music**

## Key priority 3.3

### Maximise the social benefits of culture

Promote community-based cultural and sporting activities in the context of Social Inclusion Partnerships (SIPs), to include a wide range of activities

Audit all public support for arts and culture in terms of its social benefits, including its planned contribution to social inclusion

Conduct robust evaluations of the contribution that cultural and sporting activity makes to urban regeneration in the context of existing projects, and identify and disseminate features of good practice

#### Implementation actions

- \* SAC's Social Inclusion Strategy is promoting community activity within the SIPs
- \* SAC (with support from key players including **the Executive**) to organise a major Conference on "Social Inclusion and the Arts" in Spring 2002
- \* SAC in partnership with **sportscotland** is carrying out an audit of arts and sport initiatives in SIPs
- \* **sportscotland** is launching a £3 million lottery scheme to encourage increased participation in sport in the SIPs
- \* **SMC** published guidelines on Museums and Social Justice (December 2000)
- \* **NMS** has been awarded £66,000 from the **HLF Access Fund** for a major project "Creating the Past" which will work with socially-excluded young people in collaboration with the Edinburgh SIPs groups
- \* **The Executive and Gates Foundation** provided Excellence Fund of £600,000 for innovative IT projects in public libraries in SIPs areas
- \* The vital role of **local authorities** in ensuring the widest spread of social benefits from cultural activity will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA, for issue in mid 2002

#### Current/next stages

- \* SAC is developing performance indicators and a grants monitoring strategy to assess impacts on social inclusion by 2002. A toolkit has been created to spread best practice. And the outcome of a systematic audit will be considered in 2002
- \* **sportscotland** lottery scheme to encourage increased participation in sport in the SIPs will be open to applications from January 2002
- \* All Lottery distributors continue to target areas suffering from exclusion and disadvantage as priorities for support
- \* The National Galleries of Scotland (NGS) will fill two newly created Outreach posts later this Autumn; Key Objectives include establishing links with SIPs Scotland-wide
- \* **learndirect scotland** learning centres will provide opportunities for study which include culture and the arts
- \* **sportscotland** is taking forward with the Executive and other bodies recommendations in research study on the role of sport in regenerating deprived urban areas
- \* The Executive and SAC are taking forward recommendations in the Blake Stevenson report

	Implementation actions	Current/next stages
	<ul style="list-style-type: none"> <li>* <b>The Executive</b> and <b>sportscotland</b> commissioned a research study on the role of sport in regenerating deprived urban areas; published in July 2000</li> <li>* <b>The Executive</b> and <b>SAC</b> commissioned a research study on “The Role of Arts in Regeneration” from Blake Stevenson; published in October 2000</li> </ul>	
<p>Increase the numbers across all communities taking part in voluntary activities, including cultural activity, in line with the Active Communities Initiative and Millennium Volunteers</p>	<ul style="list-style-type: none"> <li>* <b>The Executive</b> is supporting a wide range of projects through the <b>Active Communities Initiative and Millennium Volunteers programme</b> which aim to increase the numbers of volunteers and bring about a positive change in attitude towards community activity</li> <li>* <b>The Community Fund</b> is making Lottery support available to a wide range of projects which aim to increase volunteering effort, including in arts and cultural projects</li> <li>* <b>Active Communities Development Unit</b> established to take forward implementation of the Active Communities Initiative</li> <li>* <b>Active Communities Forum</b> set up to promote and monitor the Initiative. Cultural and sporting interests are represented on the Forum</li> <li>* The role of <b>local authorities</b> in encouraging voluntary activity amongst communities to help implement the Strategy will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA, for issue in mid 2002</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Minister for Social Justice is Champion of the Active Communities Initiative and will report progress to Parliament annually</b></li> <li>* <b>Millennium Volunteers programme is currently under review</b></li> <li>* <b>NMS is training volunteers from its gallery attendants to give tours to museum visitors, complementing the existing tour programme offered by the Volunteer Guides</b></li> <li>* <b>SMC is developing a volunteering policy, training and information pack for museum volunteers including Trustees</b></li> </ul>

## Key priority 3.3 – continued

### Maximise the social benefits of culture

Investigate the feasibility of extending New Deal to a wider range of cultural and sporting development and training and identify the contribution that Modern Apprenticeships can make to developing young people's skills in cultural and sporting activity

#### Implementation actions

\* **The Executive** and the **Employment Service** have identified and visited existing training projects within the New Deal to see how they are meeting the aspirations of young people who have expressed an interest in pursuing a career in the arts and sport

\* Modern Apprenticeship frameworks are available for the following sectors: Arts & Entertainment; Sport, Recreation & Allied Occupations; Museums, Gallery & Heritage; and Film, Broadcasting & Multi-media. **The Executive** will consider with the National Training Organisations (NTOs) responsible for identifying training needs and opportunities in their sector, and with the enterprise network, the scope for increasing MA uptake in these sectors

#### Current/next stages

\* **The Executive and the Employment Service are to discuss with national and local training organisations how they can maximise the opportunities presented by the New Deal programmes and raise awareness of the opportunities available**

\* **The Executive is to explore scope for increased MA uptake with relevant NTOs and enterprise network by end 2001**

## Strategic objective 4: Assure an effective national support framework for culture

### Key priority 4.1

Develop a national framework of support for cultural provision appropriate to the 21st century

Ensure that continuing reviews of existing national cultural bodies take full account of the objectives set out in the National Cultural Strategy, to include an early review of the work and roles of the Scottish Arts Council

Work with CoSLA and others to promote effective local partnerships between groups of local authorities and key local bodies to provide a wide range of local cultural activities in line with local priorities

Embed cultural strategies within the local community planning process and within community learning plans, forming links with key local agencies

Increase recognition of the potential contribution of the cultural and aesthetic across all areas of Scottish Executive

#### Implementation actions

- \* **The Executive** is preparing for the review of SAC, in light of the Strategy and of the report of the NDPB review published in June 2001
- \* **The Executive** announced as part of the report of the NDPB review that it would review Scottish Screen
- \* The role of **local authorities** and their contribution to the cultural life of their areas will be fully identified in the new guidelines and best practice advice being prepared by a joint working group of the Executive and CoSLA, for issue in mid 2002

- \* **The Executive** is taking forward action to implement the National Cultural Strategy in an inclusive, cross-cutting way, with all its Departments, all NIs, NDPBs, relevant agencies and practitioner bodies working together to promote these objectives

#### Current/next stages

- \* **Review of SAC being taken forward by the Executive in 2001**
- \* **Review of Scottish Screen being taken forward by the Executive in 2001**
- \* **SAC is devising a method of working with different areas of Scotland to deliver and take decisions closer to communities – a plan for area working will be developed**
- \* **SAC is discussing with local authorities the development of local cultural plans**

- \* **All relevant Executive Ministers will continue to work together to take forward this Implementation Plan where objectives are shared across portfolios**
- \* **Executive officials and linked bodies will collaborate in promoting and co-ordinating action to implement the Plan**

## Key priority 4.2

### Focus on improving the quality and management of cultural provision

	Implementation actions	Current/next stages
<p>Develop, disseminate and apply relevant research into aspects of cultural provision in Scotland</p> <p>Establish an effective system for gathering and disseminating information and statistics about national provision for cultural activity and participation</p> <p>Publish regular summaries of research into the range, level and quality of cultural provision</p>	<ul style="list-style-type: none"> <li>* <b>The Executive</b> is considering its approach to gathering this information and the potential scope for drawing together existing information</li> <li>* <b>SAC</b> has devised an annual plan of research and is establishing a forum for exchange and dissemination with cultural policy and research bodies.</li> <li>* <b>NGS</b> and <b>NMS</b> have agreed to share market research findings.</li> <li>* <b>SAC</b> is undertaking research into audience and sales development; and its Lottery support assists certain research work in this area</li> <li>* <b>The Scottish Museums Council</b> published the Highland Museums Assessment in January 2001 with recommendations for new relationships between independent museums and local authorities. The scheme is now being implemented by Highland Council</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Executive will publish a summary of the Bonnar Keenlyside “Survey of Local Authority Provision for Arts and Culture” later this Autumn</b></li> <li>* <b>The Executive is considering with SAC ways of increasing audience figures for theatre and other art forms, and how local initiatives might be promoted more widely and good practice shared</b></li> <li>* <b>The Executive and the Scottish Museums Council are considering how good practice amongst museums might be more widely shared, starting with the industrial museums</b></li> </ul>
<p>As part of the development of a national evaluation framework for cultural provision in Scotland, commission a set of instruments for evaluation, to be progressively developed to include exemplification of standards, illustrations of good practice, and advice on measuring the social benefits of cultural activity, for use by all those working in these areas</p>	<ul style="list-style-type: none"> <li>* <b>SAC</b> is developing an evaluation “Tool Kit”: a series of performance and output indicators</li> <li>* <b>Local authorities’</b> action to measure, evaluate and spread good practice is being considered and will feature in guidance and best practice advice</li> <li>* The national audit being undertaken by the <b>Scottish Museums Council</b> will establish a clear evaluation framework for museums</li> </ul>	<ul style="list-style-type: none"> <li>* <b>The Executive’s review of SAC will also consider this</b></li> <li>* <b>SAC is developing a more rigorous framework for evaluation of projects it supports, and establishing key critical success factors</b></li> </ul>

### Key priority 4.3

#### Target funding to achieve clear priorities

Work with funding bodies and those charged with making cultural provision to agree a clear set of national priorities for cultural development

Minimise the bureaucracy associated with public funding

Collate information from funding bodies to provide an annual prospectus setting out funding available, to include information about deadlines and funding criteria

#### Implementation actions

- \* **Ministers** have set out their priorities and continue to communicate them widely
- \* **The Joint Implementation Group** has been formed
- \* **SAC** is reviewing all its funding schemes with a view to streamlining and reducing bureaucracy
- \* **Scottish Screen** has reviewed the way in which Lottery funds for film production in Scotland are allocated
- \* The organisational review of **sportscotland** included an assessment of the efficiency of several funding programmes
- \* **SMC** is reviewing its grant aid procedures, including new Strategic Change Fund
- \* **SAC's** "Funds" guide covers funding available from the Council and arrangements for applying for this support
- \* **sportscotland** regularly updates its guide to Lottery Sports Fund programmes

#### Current/next stages

- \* **The Joint Implementation Group will take forward the Strategy with full regard to these priorities**
- \* **SAC is reviewing its schemes and funding processes in order to simplify, reduce bureaucracy and make more effective use of resources by 2002-03**
- \* **The Executive will consider further in light of the reviews of SAC and Scottish Screen**
- \* **sportscotland to respond to review recommendations in consultation with the Executive**
- \* **SAC's "Funds" guide will be revised in light of the Council's streamlining of its funding schemes**
- \* **Scottish Screen will make clear the arrangements for the schemes it runs**
- \* **SMC will continue to publish details of grants, procedures and criteria**
- \* **sportscotland will review grants guidance material following implementation of agreed organisational review recommendations**

## Key priority 4.3 – continued

### Target funding to achieve clear priorities

Continuously monitor and review the balance between “project” and “revenue” funding of cultural provision to promote sustainability

#### Implementation actions

- \* **The Executive**-led review of SAC to include a review of the balance between different kinds of funding provision
- \* **Lottery distributors** also endeavour in making awards to support sustainability

#### Current/next stages

- \* **Reviews of SAC and Scottish Screen** being taken forward by the Executive in 2001
- \* **SAC is reviewing the potential integration of Lottery and voted funds while monitoring the balance between project and revenue funding.** sportscotland is also addressing this

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