

**CABN (Creative Arts Business Network) New Work
Final Report to LEADER & Creative Scotland
January 2014**



INTRODUCTION

This is the final report to LEADER and Creative Scotland on the work of the CABN (Creative Arts Business Network) Pathfinder, outlining the progress made over the period of 1st December 2012-31st December 2013.

BACKGROUND EXPERIENCE

How the Project was developed?

The CABN New Work project developed from the South of Scotland Creative Enterprise Initiative (SOSCEI)/ Creative Enterprise Development Pathfinder Project (CEDP) funded by LEADER , Creative Scotland, Dumfries and Galloway Council and Scottish Borders Council. This project focused upon providing support to individuals and businesses in the areas of arts, crafts, film, music, performing arts and literature. These tend to be sole traders or freelancers, whose primary focus is often more creative than financial. There is therefore a continuing need to provide access to business support, and help to develop collaborative working and new routes to market for this group.

Who was involved in the project?

The CABN New Work Project Board met on 3rd April 2013. This brought together the following key people who had previously been involved in the South of Scotland Creative Enterprise Initiative/Creative Enterprise Development Pathfinder Project:

Rebecca Coggins, Dumfries and Galloway Council

Lesley Rogers, Dumfries and Galloway Council

Lindsey Wood Scottish Borders Council

Lisa Denham Scottish Borders Council

Mary Morrison Creative LEADER

Lulu Johnstone Development Officer, Creative Scotland

As the CABN new work projects in Dumfries and Galloway Council and Scottish Borders Council have been taken forward separately, it did not prove necessary for



the Board to meet again. Communication was retained between the two CABN projects helping to ensure best practice between the projects was maintained.

The Lead Officer for the project in Dumfries and Galloway was originally Rebecca Coggins, Principal Officer Arts and Museums with Dumfries and Galloway Council. This changed to Chris Brown, Service Manager Business and Enterprise when the project transferred from Community and Customer Services to Planning and Environment Services in April 2013.

The project was managed day to day by Lesley Rogers, the Creative Arts Business Development Officer at Dumfries and Galloway Council, supported by Stephanie Carrick, the CABN Project Assistant.

The contact for the project at Creative Scotland was Lulu Johnstone, and liaison with the Chamber of Arts continued through Rebecca Coggins.

What were the aims and objectives of the project.

The focus of CABN New Work was primarily upon micro businesses, start-ups and sole traders operating in the following creative business sectors:

- Visual arts and crafts- artists and makers
- Film-filmmakers and associated creative businesses
- Performing Arts- musicians, writers, performers, directors
- Publishing-writers, small presses

It is recognised that the majority of these businesses fall outside the general remit for targeted action by economic development agencies such as Scottish Enterprise and Business Gateway.

The aims and objectives of the project

CABN New Work aimed to contribute to:

- A more skilled, confident, informed and connected sector.
- An enhanced rural community with a diverse economy.
- More businesses becoming sustainable through increased product development, marketing and innovative and collaborative working



- A strong and strategic partnership across the South of Scotland.

Creative Scotland/ Dumfries and Galloway Community and Customer Services,

How was the funding package assembled?

The funding package for the project was as follows:

| Funder | Scheme | Amount |
|-------------------------------|-------------------|----------------|
| LEADER Dumfries and Galloway | | £35,000 |
| Creative Scotland | Place Partnership | £25,000 |
| Dumfries and Galloway Council | | £10,000 |
| TOTAL FUNDING PACKAGE | | £70,000 |

THE PROJECT EXPERIENCE

When did the project take place?

The CABN new work project operated from 1st December 2012-31st December 2013.

Initially the project was based within Dumfries and Galloway Council's Community and Customer Services, at Gracefield Arts Centre. On 4th April however, it was transferred to the Business and Enterprise Team within the Council's Planning and Environment Services. Transferring the project has meant that the staff became part of a larger team within Business and Enterprise Team benefitting from the sharing of knowledge and support that brings. It has also helped to strengthen links with the Business Gateway, and the Council's Young Entrepreneur Project.

What Actually Happened?

The key activities that took place through the project were Training Courses, Peer Advice Sessions, and trips supported by the Go and See Budget.

Training

15 training courses were supported through CABN New Work and there were 110 attendances on these courses. A brief outline of each course is presented below:



| Event Name | Summary | Date | No. attending |
|---|--|-----------------------------------|---------------|
| Introductory Workshop- Dance Movement Psychotherapy | This was a unique opportunity for Dance & Movement Practitioners to gain an insight into Dance Movement Psychotherapy as a way of enhancing their practise. The attendance at this event was low due to timing. The feedback from those who attended was that the course was excellent and that they both learned skills that would advance their future practise. | 19/2/13 | 2 |
| Thania Acaron Dance Workshop | This dance workshop afforded Dance and Movement practitioners the opportunity to work with a professional dance company who were in residence in Dumfries. Again the attendance at this event was low due to timing. The feedback from those who attended was that the course was excellent and that they both learned skills that would advance their future practise. | 21/2/13 | 2 |
| Dance & Movement Practitioners Skillshare | This took place in Wigtown Town Hall and was led by Emma Barrass who took the practitioners through a pop dance session. The purpose of these sessions is to facilitate networking between dance and movement practitioners and to share skills. | 9/3/13 | 5 |
| Hit the Ground Running | CABN enabled this BECTU course on how to be a runner in films to come to Dumfries and Galloway through funding of the venue and refreshments, and actively marketing it in the area. | 3/5/13 | 10 |
| Creative Scotland Seminar | Clare Hanna a development officer from Creative Scotland outlined what Creative Scotland look for in their funding processes, with some useful do's and don'ts. This was followed by one to one advice sessions. The feedback was that the session met the aims and expectations very well. The one to one advice sessions were seen as useful and people said they would like more time for these in future. | 13/6/13 | 10 |
| Photography Advice Session with Ewan Adamson | One to one photography advice sessions with Euan Adamson in the run up to the Spring Fling Application process. The feedback on these sessions was that they were good to excellent. | 11/9/13 | 3 |
| Photography Advice Sessions with Shannon Toffs | One to one photography advice sessions with Shannon Toffs in the run up to the Spring Fling application process. The feedback on these sessions was good to excellent, with one person saying their experience was fair. | 11-12/9/13 | 7 |
| Dance & Movement Practitioners Skill Share | This took place in Castle Douglas and was led by David Walker who took the practitioners through a ballroom dancing lesson. The purpose of these sessions is to facilitate networking between dance and movement practitioners and to share skills. | 1/9/13 | |
| Intellectual Property Workshop: Castle Douglas, Dumfries and Newton Stewart. | Intellectual Property Workshop with Stuart Watson from Scottish Enterprise and Hope London. 82% of those who fed back said the workshops were excellent, the remainder saying they were good. 100 % of those who responded said they would definitely use the advice in their future practise. | 4/10/13, 11/10/13, 25/10/13 | 15 |

| | | | |
|--------------------------------|---|----------|----|
| Day of Dance | The Day of Dance Event took place in Castle Douglas, and offered the opportunity to try dance classes in Margaret Morris Movement, BioDanza, , Zumba, Pop Dance, Arabian to Hollywood, & contact improvisation. | 17/11/13 | 15 |
| Starting Out | Cultural Enterprise Office delivered a course in Starting Out in Business which was well attended by a range of creative practitioners | 21/11/13 | 12 |
| Making Movies on a microbudget | David Griffith Film Producer and Director gave an outline of the development of his commercially successful film "Timelock" which was produced on a microbudget. This was followed by a screening of the film. The feedback received on the event was good to excellent with people particularly remarking on how good it was to have the opportunity to network with like-minded people. | 27/11/13 | 10 |
| The Business of Writing | This one day course covered had specialists covering each of the following sessions: preparing to publish, first steps to publishing, how to format e-books, and a question and answer session with Alan Guthrie a published author, publisher and agent. 93% of those who attended rated the day good to excellent in terms of how it met their expectations. | 30/11/13 | |

Peer Advice Sessions



The project piloted the recruitment of a pool of peer advisors to share their experiences and offer one to one advice. There were delays in establishing the pool, resulting in the peer advice sessions taking place over a short 6 week period. 7 advisors were finally recruited to the pool: author Karen Campbell, artists Bea Last, Katharine Wheeler and Denise Zygadlo, events' organiser Sid Ambrose, maker and vintage fair organiser Leah Halliday, and Andrew Ormston an arts consultant with international experience. There were 47 beneficiaries of this scheme, 4 of whom met with more than 1 advisor.

Go and See Budget

The Go and See Budget supported creative businesses to undertake learning journeys to investigate new markets and look at best practise that will inform their business development. The budget supported 10 trips and there were 25 beneficiaries. These trips included CABN taking artists and makers to key events



such as the Heritage Craft Association Conference where we also arranged to meet up with makers from the Highlands and Islands, Collect which is an international exhibition of craft at the Saatchi Gallery in London, and the British Craft Trade Fair in Harrogate. Individual businesses were supported on a variety of trips to a variety of places including the Cube trade fair in Manchester, the Contemporary Applied Arts gallery in London, and the Craft Council, and conferences such as the National Rural Touring Forum Conference in Stirling, the ICA Autumn Screening Days in Bristol, and the Cloth and Memory exhibition in Salt Mills, Saltire.



CABN also supported Access Art to take 4 of its artists whose work has commercial potential to the Gallery on the Corner in Edinburgh, and the Edinburgh Arts Fair.

Development of the Website and Directories

The Fresh Start for the Arts project another LEADER project running in parallel with CABN New Work undertook a major exercise mapping the creative sector in Dumfries and Galloway. CABN New Work therefore focussed upon:

- putting in the framework for a new venues directory on its website (<http://cabnconnects.co.uk/home/directories/venues/alphabetical>)
- redesigning and addressing operational issues that had arisen with the Shoot D & G website (<http://shootdandg.com/>), and
- developing a new directory for performing artists (<http://dgpad.co.uk/home/>)

The Creative Business Advocates updated the text on the site and introduced pages for the various art forms.

How has the project delivered?

The day to day delivery of the project was managed by Lesley Rogers, the Creative Arts Business Development Officer, with the support of Stephanie Carrick, the CABN Project assistant. The delivery of the key activities was further supported by the Creative Business Advocates for the Visual Arts and Craft (Julian Watson), Film (Belle Doyle), Literature (Inga MacVicar), Dance (Sara Lockwood and Sarah Jackets) Theatre and Performing Arts (Peter Renwick).

What marketing was undertaken?

CABN New Work activities were promoted through events, briefing sessions and press releases. The target for the project was to undertake 6 promotions, however this was exceeded as there were 11 promotions.

To market the project CABN used email, the CABN Connects website, facebook and twitter. Activities were also highlighted on Creative Scotland's Opportunities page and the LEADER website. More locally, the project posted information on the Commonty blog and through the Chamber of Arts area hubs. Over the year the project undertook 12 marketing activities, exceeding the original target of 12.

Who benefitted from the project?

The project was primarily targeted at microbusinesses, however the monitoring did not fully record and categorise the beneficiaries, resulting in many people presenting as individuals rather than businesses. The project therefore did not appear to meet its target for benefiting Micro Businesses. CABN New Work did however measure the number of beneficiaries, which included the self-employed and potentially further Micro Businesses.

As noted above the total actual beneficiaries exceeded target by 22 (14%). The breakdown of this total is shown in the table below.



| Type of Beneficiary | Target | Actual |
|----------------------------|------------|------------|
| Micro businesses | 150 | 32 |
| Social enterprises | 4 | 4 |
| Other beneficiaries | 0 | 140 |
| Total beneficiaries | 154 | 176 |

How did the final budget turn out?

The final approved budget for the project was £60,672.20, and the final total spend was £55,862.58, an underspend of £4809.62 (8%). £54,950.61 of the total expenditure was eligible for support through the LEADER programme, giving a slightly higher underspend of £5721.59 (9.4%) in LEADER terms.

The final contributions to the project are therefore.

| Funder | Scheme | Amount |
|-------------------------------|-------------------|-----------|
| LEADER Dumfries and Galloway | | 19,950.61 |
| Creative Scotland | Place Partnership | 25,000 |
| Dumfries and Galloway Council | | 10,000 |

What lessons have been learnt?

The key lessons that have been learnt from the project are that:

- There is a demand from the creative sector for business skills training
- There are clear benefits to key organisations such as Business Gateway, the Cultural Enterprise Office and the Young Entrepreneur project working more closely together.
- Creative individuals and businesses respond well to peer advice, and there is a demand for one to one business advice and also advice on developing creative practise.
- The Go and See has shown the benefits of creative individuals looking at best practise and new routes to market beyond the region.



Will the project be mainstreamed or transferred?

Over the past three years the way in which the arts in Dumfries and Galloway are strategically commissioned, and the structures through which this is achieved have been constantly evolving. The completion of the Fresh Start for the Arts project, and the CABN New Work project mean this is the ideal time to step back and review what business support is required and the best way to provide this going forward. The CABN project was a pilot project, and the lessons learned will be considered as part of this review process. The project itself will not be continued.

The Exit Strategy for the project

There is an ongoing commitment to providing business support to the Creative Industries in Dumfries and Galloway. The next stage is for the Business and Enterprise Team to carry out a review of the business support requirements of the Creative Industries Sector in Dumfries and Galloway. The learning from the CABN New Work project will be considered as part of this process, and will ensure focussed and appropriate ongoing support for the Region's Creative Sector Businesses.

How has the project addressed the issue of developing a more dynamic business base.

The 2012 report on “ The Creative Sector in the South of Scotland” produced by EKOS on behalf of the South of Scotland identified a number of key issues and barriers to the growth of the creative sector. These were:

difficulties in accessing finance, an issue made more difficult in the creative sector by lack of tangible assets within businesses against which to secure loans and by the „high risk“ hits-driven nature of many of these industries;

lack of business skills: too few creative practitioners have the necessary business skills to establish and run a growing commercial business;



fragmentation across the sector: this is a particularly acute issue in the South of Scotland where the geography can mitigate against effective networking and collaboration, particularly where the IT infrastructure is less well developed;

local market focus: too great a reliance on local markets can create vulnerability to even small changes in market conditions or increased competition.

rural location: creates challenges in relation to the costs of operating from more isolated locations, even if transport improvements such as the rail links in the Scottish Borders help. The extent and quality of broadband access across the region is also an issue; and

talent drain is an issue facing many regional creative clusters (and not just in rural areas).

The CABN New Work project particularly focussed upon addressing the lack of business skills through the provision of training, peer advice and improved signposting to the Business Gateway, Cultural Enterprise Office and the Youth Entrepreneurship project.

It piloted opportunities for creative individuals to move away from a local market focus through the provision of support through the Go and See Budget.

It supported the development of the Dance and Movement Practitioners network through the provision of opportunities for collaboration and networking. In addition it improved and developed directories for film, and the performing arts which identify who is working within the region. These directories are a tool that practitioners can use to facilitate networking and identify potential collaborators.

