

CREATIVE ENTERPRISE DEVELOPMENT PATHFINDER DUMFRIES AND GALLOWAY

(FORMERLY CREATIVE INDUSTRIES DEVELOPMENT HUB)

**Final Report of a Project Led by Dumfries and Galloway Council Arts and
Museums**

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1. BACKGROUND

1.1 The Project Catalyst

The catalyst for this project was an approach made in October 2009 by the Scottish Arts Council (soon to become Creative Scotland) to the Arts sections of Dumfries and Galloway Council and Scottish Borders Council and to the South of Scotland Alliance, which links both Councils.

Attracted by references to the creative industries sector within the South of Scotland Competitiveness Strategy, and by the existing track record of both Councils/areas in supporting the development of arts businesses, the Scottish Arts Council offered investment of £100,000 from their Rural Innovation Fund to support the development of creative industries across the South of Scotland, subject to receipt of an appropriate joint proposal, with match funding, from the Alliance partners.

1.2 Defining the Project Scope

In order to prepare an appropriate response both Councils reviewed their current evidence base relating to the creative industries, which took the form of a number of economic impact and evaluation studies and also convened a scoping session for partners from both areas, including arts and economic development officers from both Councils, Scottish Arts Council representatives, the South of Scotland Alliance and representatives from Dumfries and Galloway Arts Association. This session was facilitated by Robert Livingston, Director of Hi Arts, and agency experienced in developing the arts and creative industries in the Highlands.

While the proposed investment from Creative Scotland was initially for 18 months, the partners were keen to take a longer term view and developed a proposal that looked at what might be achieved over a five year period in a number of stages, and what interventions would be complementary to existing arts and economic development actions.

Taking the Westminster Government Department for Culture, Media and Sport (DCMS) definition of the creative industries as a starting point, and building on what was known about the profile of the creative industries sector in the South of Scotland from research and practice to date, a number of sectors within the DCMS definition of creative industries were prioritised for action within the scope of the project's first phase. These were as follows:

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

It was noted that the majority of businesses in these sectors were likely to be micro-businesses and/or social enterprises, which fell below the threshold for targeted action by economic development agencies such as Scottish Enterprise and Business Gateway.

It was also noted that while arts agencies in both areas had targeted business development in a number of the above art-form areas (most notably visual art and craft in Dumfries and Galloway) this had generally been done on an art-form by art-form basis by specialist officers and interventions, and there was considerable scope for promoting collaboration,

skills sharing and knowledge transfer across art-forms, pooling expertise and using it to benefit a wider range of creative businesses.

It was also acknowledged that another EU project was already underway across the South of Scotland under the banner 'Creative Clusters', and that this would support collaborative working between creative business-to-business services.

It was therefore agreed that interventions for the South of Scotland Creative Enterprise Initiative project (which in Dumfries and Galloway was named initially for LEADER as the Creative Enterprise Development Pathfinder and subsequently CABN (Creative Arts Business Network)) should target:

- Start-ups and sole traders (progression for growing businesses would be via Business Gateway and Creative Clusters)
- Makers/producers, what they produce, how they produce it and routes to market
- Performance, screening and exhibitions venues (independent theatres, open studios, touring companies)
- New workspace, new production space, new exhibition space creative village, creative town and virtual connections and connectivity

The findings and developing ideas were further tested at arts sector meetings in both Dumfries and Galloway and the Scottish Borders.

1.3 Key Areas of Innovation

There were a number of key areas of innovation that this initial project sought to test. These were as follows:

- Working in a joined up way across the whole of the South of Scotland
- Providing developmental support across a range of art-forms to supplement art-form specialist advice
- Recruiting local creative businesses to the role of 'Creative Business Advocates (CBAs) to develop appropriate creative arts business networks and use their specialist knowledge and expertise to shape project interventions
- Using residencies and commissions to encourage creative arts businesses to work collaboratively - sharing skills, knowledge and practices and building business relationships

In addition the project would facilitate concurrent research and creative arts business database development across the South of Scotland, which was to be funded separately by the Scottish Arts Council.

1.4 Partners Involved

A Project Board was established to bring together the key partners involved in the delivery of the project, as well as representatives from complementary EU funded projects. The Project Board therefore comprised the following, although membership fluctuated according to organisational change within/loss of partner organisations:

- **Dumfries and Galloway Council** arts/ economic development officers (Rebecca Coggins, David Lockwood, Mark Geddes, Eric Brown)

- **Scottish Borders Council** arts/ economic development officers (Ian Macaulay, Lindsay Wood, Hugh Williams, Lisa Denham, Alison Chisholm)
- **Dumfries and Galloway Arts Association** (Susan Garnsworthy, Alan Thomson)
- **Scottish Borders Arts Trust** (Bridie Ashrowan)
- **South of Scotland Alliance** (Steve Hunt)
- **Scottish Arts Council** (Lulu Johnston)
- **South of Scotland Business Solutions (SOSBUS)** (Sharon Glendinning, Eva Milroy)

1.5 Assembling the Funding Package

Scottish Arts Council

As indicated in section 1.1, the Scottish Arts Council was a key contributor to the funding of this project. A grant of £100,000 from the Scottish Arts Council for the cross-border project was made to support this project. Of the total £100,000 funding, £50,000 was allocated to support the project delivery in Dumfries and Galloway, and £50,000 was allocated to support project delivery in the Scottish Borders. There was a requirement for match funding from each area. The funds were paid to Scottish Borders Council, who then transferred the Dumfries and Galloway allocation to Dumfries and Galloway Council in line with a partnership agreement, which was put in place by the two local authorities for the purpose of jointly managing and delivering this project.

Dumfries and Galloway Council

Dumfries and Galloway Council funding for this project's delivery in Dumfries and Galloway was £44,505. This was allocated from within the Council's existing revenue budget for Arts Service Delivery to create a new permanent post of Creative Arts Business Development Officer with a specific remit to deliver this project and take forward post-project activities in line with the project's long term goals.

LEADER

With the above funding in place funding applications for LEADER funding were successfully submitted by the local authorities in Dumfries and Galloway and the Scottish Borders. Further details of the full funding package and subsequent changes to the budget are given at section 3.

1.6 Aims and Objectives

The project aimed to put in place a lasting framework of support that effectively responds to the needs of creative individuals and businesses in the visual arts, crafts, literature, film, music, performing arts and dance sectors. It aimed to do this through:

- Raising the Profile of the Sector and recognition of its contribution to the area
- Improved networking, communication and promotion
- Training, advice & information
- Peer support and mentoring
- Promotion of collaborative working
- Grants (i.e South of Scotland Visual Arts and Craftmaker Awards)
- Infrastructure (creative spaces, web based knowledge exchange)

Specific targets and achievements against the project objectives detailed in the bids to the Scottish Arts Council (Creative Scotland) and LEADER Dumfries and Galloway are detailed in Table 1 and Table 2 respectively in section 5 of this report.

1.7 The Challenges of Change

A key issue that impacted on the delivery of this project was change. Within Dumfries & Galloway Council restructuring led to a number of transfers of management for this project, with a subsequent delay in the project start and delays in the recruitment of the Project Officer and Project Assistant, the latter post only being appointed 3 months before the project end date, which meant that the workload of the project officer was increased and spend and outputs compromised. The consequence was that much project activity took place at the end of the project and there were considerable challenges for communications, record keeping, monitoring, budget management and reporting and which were mitigated through the dedication and tenacity of the post-holders and the input of others working with the arts service.

Restructuring within the Council led to the loss of specialist arts posts in visual art/ craft and maternity leave resulted in the temporary loss of the film officer. These posts were originally intended to provide local support and advice for this project, and another key loss was that of partner organisation Dumfries & Galloway Arts Association (DGArts). Not only did the demise of DGArts lead to a loss of match funding in cash and in kind, but a loss of specialist arts posts, which like those within the Council, were intended to support the local delivery of this project with advice and expertise. Happily the post of Literature Development Officer did survive, was transferred to another agency, and joint working with this officer was maintained.

Meanwhile the Scottish Arts Council became Creative Scotland and a new structure for arts planning and delivery began to be implemented in Dumfries & Galloway. The region's Business Gateway contract is also in the process of re-tendering. All these developments have implications for the long-term future of creative industries development and represent significant opportunities for joint working towards mutual objectives.

2. PROJECT SUMMARY

The original project dates were given in the application to LEADER as 1 May 2010 – 30 November 2011. The start and end dates were subsequently amended to 1 October 2010 – 30 September 2012 respectively and in August 2012 the project end date was extended to 7 October 2012.

The project in Dumfries and Galloway employed a Project Officer (Creative Arts Business Development Officer) and a Project Assistant to deliver project activities overseen by a South of Scotland Project Board. These posts were appointed on 31 January 2011 and 28 June 2012 respectively.

Seven Creative Business Advocates were recruited to assist in the planning and delivery of the project. These were highly respected individuals whose role was to advocate on behalf of their sector helping to ensure that the project raised the profile of the Creative Arts sector, built effective communication, responded to identified needs and facilitated collaboration across the arts.

Advice and information: an information service was delivered through an improved and expanded 'News and Opportunities' e-newsletter, which by the end of the project was being distributed to **563** individuals on a weekly basis.

Networking events: CABN held networking events aimed at bringing arts businesses with common interests together. **94** participants took part in **7** networking event. Further details can be found in section 4.4.

Peer support and mentoring: Individuals were encouraged to approach the Project Officer and for one-to-one advice sessions and to be signposted to appropriate advice from other appropriate sources. Creative Business Advocates also provided one-to-one sessions (limited according to the time available). In total **65** individuals had one-to-one in person.

Training: The project put in place training aimed at meeting the needs of the sector as these were identified during the course of the project. **171** participants took part in **8** training events organised by the project. Further details can be found in section 4.6.

Residencies and Commissions: encouraging creative arts businesses to work collaboratively, sharing skills, knowledge and practices and building business relationships. In total **20** participants, host organisations and companies benefited from residencies and commissions with a total value of **£30,500**. Further details can be found in section 4.7 and the Tables 1 & 2 in section 5..

New website- research and development took place to inform development of a new website for the project in Dumfries and Galloway. It was initially envisaged that this would be a joint South of Scotland website but the challenges of working across 2 local authorities with their IT and procurement protocols made this impossible to achieve within the project timescale. A Dumfries and Galloway project website was created with a new brand and new pages towards the end of the project period.

Activities funded additionally but delivered by the project in both Dumfries and Galloway and Scottish Borders included the following:

Research Study – consultants EKOS were commissioned to deliver a study which demonstrates the value of the creative arts sector to the South of Scotland economy.

Grants - the project worked with the Scottish Borders delivered the South of Scotland Visual Arts and Crafts Awards (devolved funding from Creative Scotland additional to the core grant for this project) for 2011 and 2012. This element of the project did not receive funding support from LEADER Dumfries and Galloway. Over the course of the project 25

artists and makers from Dumfries and Galloway were awarded £18,878 in grants to assist in the development of their practice

3. PROJECT BUDGET

3.1 The total project cost detailed in the initial application to LEADER Dumfries and Galloway and the Scottish Arts Council was £266,249. For the Dumfries and Galloway project eligible costs for LEADER were £151,625 and the Dumfries and Galloway LEADER programme agreed to contribute £49,245, which was 32.48% of eligible costs. The other funder contributors for the Dumfries and Galloway project delivery were as follows:

| Funder | Scheme | Amount |
|---|-------------------------------------|---------|
| Creative Scotland | Rural Innovation Fund | £50,000 |
| Dumfries and Galloway Council | | £44,505 |
| Dumfries and Galloway Arts Association | Private Sector In Kind contribution | £7875 |
| LEADER Dumfries and Galloway | | £49,295 |

3.2 During the course of the project a number of changes were made to this budget. One change was made in November 2011 reducing the total project spend from £151,625 to £145,827.46 due to the fact that Dumfries and Galloway Arts Association entered a period of financial difficulty and then ceased trading in September 2011, leading to a shortfall of income/ expenditure on their part of £13,673.

Subsequent change forms were submitted and approved in July 2012 and September 2012, reducing the final project spend to £126,586.86 and £117,628.17 respectively. These reductions in budget reflected delays in the recruitment of the Project Assistant post within the Council (£13,900 under budget) and there were a number of other budget fluctuations which led to a total reduction on the initially projected LEADER eligible spend of £33,996.83. These included a reduction in project board costs, travel and expenses, marketing, venue costs, training costs and the cost of dedicated specialist officer time from DGArts. This in turn led to a less than anticipated contribution from LEADER towards the total project costs.

The final budget outcome was therefore a total eligible spend of £117,628.17, towards which the funder contributions were as follows:

| Funder | Scheme | Amount |
|---|-------------------------------------|------------|
| Creative Scotland | Rural Innovation Fund | £50,000 |
| Dumfries and Galloway Council | | £44,505 |
| Dumfries and Galloway Arts Association | Private Sector In Kind contribution | £2,077.46 |
| LEADER Dumfries | | £21,045.71 |

The final LEADER eligible spend on this project was £111226.84, an underspend of £6401.33.

4. PROJECT ACTIVITIES

4.1 New Jobs directly created

In Dumfries and Galloway this project directly created two new posts to deliver this project: a Creative Arts Business Development Officer (Project Officer) @ Band 7 (£21,831 - £23,538 p.a.) and a Project Assistant @ Band 2 (£13,065 – £13,872 p.a.). As noted in section 1.5, there were considerable delays in the recruitment of both posts, and that of the Project Assistant in particular. Despite this delay a wide range of project activities, outputs and outcomes were achieved. Outputs and outcomes against targets for the various activities are detailed in the Tables 1& 2 in section 5..

In addition seven Creative Business Advocate posts were created in Dumfries and Galloway, each comprising 15 advocate days @ £2,500 per advocate, and 20 arts businesses benefitted directly from residency and commissioning opportunities totalling £31,000.

The Creative Business Advocates were as follows:

Matt Baker (Visual Arts)
Amanda Simmons (Craft)
Mary Smith (Literature)
John Wallace (Film)
Judith Johnson (Performing Arts)
Wendy Stewart (Music)
Emma Jayne Park (Dance)

4.2 Collaborative Cross Border Projects

A key feature of this project has been joint working across the south of Scotland. This joint working has taken a variety of forms:

- Joint planning and joint reporting to a South of Scotland Project Board (12 project officer planning meetings, 5 project board meetings)
- Mutual promotion of projects and opportunities across the South of Scotland – an example of a direct result of this was 3 Dumfries and Galloway based artists gaining places in the Scottish Borders independently funded ‘con-TEXT’ residency programme
- Joint Creative Arts Business Advocates Induction Day in Gretna on 30 August 2011 attended by 13 advocates from across the South of Scotland

- Joint research and database development project – the company EKOS was commissioned with funding from Creative Scotland to demonstrate the value of the creative arts sector to the South of Scotland economy and to provide a sound baseline for future economic impact studies
- Visual Art and Craft Maker Awards (VAACMA) – this Creative Scotland funded devolved grant scheme for artists and makers was run jointly by the Project Officers in Dumfries and Galloway and the Scottish Borders. Over the course of the project 25 artists and makers from Dumfries and Galloway were awarded £18,878 in grants to assist in the development of their practice. This is only reported under the Creative Scotland outcomes as it is not LEADER funded.

4.3 Raising the Profile of the Creative Arts Sector and Recognition of its Contribution to the Area

This took the form of promotions and marketing – 36 promotions (including project networking and training events) and 31 marketing activities took place including press releases, flyers, posters, and e-newsletters.

In addition presentations on the project and the outcomes of the EKOS research project were held at the Dumfries and Galloway Chamber of Arts and at the Heart of Hawick during the summer of 2012.

Further details are included in Tables 1 and 2 in section 5 and project documentation.

4.4 Improved networking, communication and promotion

During the course of the project 345 new business contacts were added to the database of Dumfries and Galloway arts businesses. An improved version of the News and Opportunities newsletter was developed and is now issued weekly to 563 contacts. Conduits for the dissemination of information were also established with networks such as the Commonty, the Creative Learning Network, the Venues Network and the Area and Region-wide Projects Arts Hubs.

Networks facilitated/established by the project and now maintained either directly or independently by businesses in the appropriate sectors include the following:

- Dumfries and Galloway venues network
- Dumfries and Galloway moving image network
- Dumfries and Galloway dance network

The following is a summary of networking events that took place during the project. **94** participants took part in **7** networking events (networking also took place during training session – see 4.5 for details).

| Event name | Summary description (CBA = Creative Business Advocate) | Date | Number of participants |
|---------------------------------|--|-----------|---|
| Hit the Ground Running | BECTU course delivered on how to be a runner in films - supported through CBA Film involvement, provision of lunch and marketing of event to potential participants and general public (participants counted in BECTU monitoring) | 17/9/2011 | 10 participants |
| Dance Networking Event | Event at the Robert Burns Centre- talk by CBA followed by Dance Film | 25/8/11 | 19 participants |
| Craft Scotland Networking Event | The project hosted an event with Craft Scotland that featured the CBA (Craft) | 9/9/11 | 9 participants |
| Moving Image Networking Event | Film networking event supported through CBA Film – combined training and networking event. | 6/12/2011 | 13 participants |
| Music & Performing Arts 1 | Film and Music Networking event Newton Stewart | 7/3/2012 | 7 participants |
| Music & Performing Arts 2 | Film and Music Networking event Langholm | 11/4/2012 | 17 participants |
| Venues Network Meeting | Meeting for performing arts venues in Dumfries and Galloway to discuss opportunities for shared working including touring productions | 31/7/2012 | 11 participants representing 7 venues and 1 theatre company |
| Ronnie Gurr Music Event | Event arranged by CBA Music - Ronnie Gurr talk on creative apprenticeships in the music business | 16/8/2012 | 8 participants (signing-in sheet not properly completed) |

Full details are included in the project documentation.

4.5 Peer support and mentoring including one-to-one advice sessions

The Project Officer and the seven Creative Business Advocates all carried out a peer support and mentoring role through undertaking one-to-one sessions with creative arts businesses as well as facilitating group networking and training sessions (see 4.4 and 4.6). In total **65** individuals had one-to-one advice sessions with the Creative Business Advocates, Creative Arts Business Development Officer and a gallerist who assisted the Creative Business Advocate for Visual Arts with the Artists Advice Day. Full details are included in the project documentation.

4.6 Training

In addition to the one-to-one mentoring and advice sessions there were **8** training sessions arranged over the course of the project. In total **171** participants took part in these events. These are summarised as follows:

| Event name | Summary description (CBA = Creative Business Advocate) | Date | Number of participants |
|-------------------------------|--|-------------------------------|------------------------|
| Wigtown Ink | Series of 15 training events for writers at the Wigtown Book Festival plus 'Book Doctor' | 29/9/2011 - 2/10/2011 | 115 participants |
| Sponsorship & Crowd funding | Arts and Business event marketed and hosted by the project | 9/3/2012 | 7 participants |
| Reveal Craft Fair | CBA Craft mentored two makers through the process of taking their first stand at a Trade Fair | 14/4/2012 – 17/4/2012 | 2 participants |
| BCTF Learning Trip | Learning visit for 2 makers and 1 Craft Retail Assistant to British Craft Trade Fair (BCFT) | 16/4/2012 | 3 participants |
| Building an Author's Platform | Writers Conference developed and facilitated by the CBA Literature | 23/6/2012 | 22 participants |
| Dance Skills Day | CBA Dance practitioners day at Castle Douglas | 23/9/2012 | 4 participants |
| Writers Web Workshop | Training event following on from Writers Conference Day | 29/8/2012 | 4 participants |
| Photography Advice Sessions | One-to-one photography advice sessions run by Shannon Tofts for artists and makers in run up to Spring Fling Application process | 25/9/2012 and 26/9/2012 | 14 participants |

The following were training events run by partner organisations that were promoted by the project to creative arts businesses in Dumfries and Galloway:

| Event name | Summary description (CBA = Creative Business Advocate) | Date | Number of participants |
|---|---|---------------|------------------------|
| Designing the Market | Trends workshop commissioned by the South of Scotland Creative Clusters and marketed by this project (participants counted in Creative Clusters monitoring) | 21/6/2011 | 2 participants |
| Hit the Ground Running (used by the project to recruit a Moving Image network) | BECTU course delivered on how to be a runner in films - supported through CBA Film involvement, provision of lunch and marketing of event to potential participants and general public (participants counted in BECTU monitoring) | 17/9/2011 | 10 participants |
| Biosphere Learning Journey | Biosphere project supported by assisting with drafting of commission brief and recruitment of creative business applicants (participants counted in Biosphere monitoring) | February 2012 | 8 participants |

4.7 Promotion of Collaborative Working (Residencies and Commissions)

A key feature of the project was a series of residencies and commissions aimed at encouraging creative arts businesses to work collaboratively, sharing skills, knowledge and practices and building business relationships. In total **20** participants, host organisations and companies benefited from residencies and commissions with a total value of **£30,500**.

The following is a summary of activity in this area of the project:

| Residency/ commission name | Description | Date | Number of participants /host organisations involved | Total residency/ commission value |
|-------------------------------|--|-----------------------------|--|--------------------------------------|
| Wigtown Internships 1 | Journalist internships at The Wigtown Book Festival 2011 | 22/9/2011 – 2/10/2011 | 2 participants and Wigtown Festival Company Ltd | £2,000 |
| The Tide Machine | Residency with the Tide Machine and Ocean All Over | 23/5/2012 – 12/8/2012 | 1 participant plus Tide Machine and Ocean All Over | £4,500 |

| | | | | |
|--------------------------------------|---|-----------------------|--|--------|
| D&G International Musicians Platform | Commissioning of a filmmaker and sound recordist to work with D&G | 6/8/2012 – 31/8/2012 | 2 participants plus D&G International Musicians Platform | £2,000 |
| Inbetween | Three residencies with The Stove researching and developing proposals for the Inbetween Conference | 10/8/2012 – 27/9/2012 | 3 participants plus The Stove | £7,000 |
| CABN Connects | Group residency at Gracefield over 4 weeks looking at creative ways for CABN to communicate with creative practitioners in the region | 27/8/2012 – 21/9/2012 | 4 participants | £8,000 |
| Shoot D&G 2 | Commission to create a website for the Shoot D&G1 database, linking to the SWSC and CABN website | 22/8/2012 – 29/9/2012 | 1 company commissioned (Haphazard Media) | £2,500 |
| Shoot D&G 1 | Commission to create a database of film crew and equipment across the region | 4/9/2012 – 29/9/2012 | 1 company commissioned (Haphazard Media) | £2,500 |
| Wigtown Internships 2 | Journalist internships at The Wigtown Book Festival 2011 | 28/9/2012 – 7/10/2012 | 2 participants Wigtown Festival Company Ltd | £2,000 |

Full details are included in the and in the project documentation. Further analysis can be found in the Project Evaluation report.

4.8 Infrastructure (creative spaces, web based knowledge exchange)

It was initially envisaged that the project in Dumfries and Galloway would base much of its residency and commissioning activity in what was later to become The Stove building in Dumfries. In the event, although the Project Officer did support the Stove group in early business planning stages, the Stove was not fully operational as a venue during the project period and the residencies and commissions therefore took the form of collaborations with a range of host venues and organisations, including The Stove.

For capacity reasons and because of the practicalities of working across the IT departments of 2 local authorities it was not possible to establish a web presence for the Dumfries and Galloway elements of the project until the very end of the project period. However preparatory research and development work was carried out by the Project Officer in consultation with the Creative Business Advocates and the 'CABN Connects' residency was specially conceived to scope out and explore the most appropriate communication channels and methods (including web-based material) for the project to use in the future.

Full details are included in the and project documentation.

5. IMPACT AND FEEDBACK

5.1 Tables 1 and 2 provide details of the outputs and outcomes in relation to the LEADER Dumfries and Galloway and Creative Scotland targets respectively.

Table 1: **Outcomes against LEADER targets**

| LEADER Targets | | | |
|------------------------|--------|----------|--|
| BENEFICIARY | TARGET | ACHIEVED | DETAILS |
| Male age under 25 | 18 | 10 | Many of the people engaged in the creative sector at this age tend to be in higher education beyond the region. ee attached sheet |
| Female under 25 | 18 | 6 | Many of the people engaged in the creative sector at this age tend to be in higher education beyond the region. |
| Male age 25 and over | 25 | 43 | |
| Female age 25 and over | 25 | 68 | |
| Micro businesses | 50 | 0 | Most of the male and female beneficiaries recorded are self employed or freelance creatives, and have been recorded as individuals, rather than businesses. This is why the figure for microbusinesses is low. |
| Social Enterprises | 5 | 0 | A number of the microbusinesses we have worked with are also social enterprises. |
| Ethnic Minorities | 1 | 0 | No mechanism was developed for capturing this due to capacity issues in the project. |
| Under employed | 1 | 0 | No mechanism was developed for capturing this due to capacity issues in the project. |
| Unemployed | 1 | 0 | No mechanism was developed for capturing this due to capacity issues in the project. |
| People on low income | 1 | 0 | No mechanism was developed for capturing this due to capacity issues in the project. |
| People with | 1 | 0 | We have supported a number of people with disabilities, but have |

| | | | |
|--|---------------|-----------------|---|
| Disabilities | | | failed to capture the information. |
| Migrant Workers | 1 | 0 | No mechanism was developed for capturing this due to capacity issues in the project. |
| Over age 60 | 10 | 39 | |
| Farming Community | 1 | 0 | We have supported people from farming communities, but no mechanism to capture the information. |
| OUTPUTS | TARGET | ACHIEVED | DETAILS |
| Improvement in Rural Community Capacity | 50 | 217 | Total of figures given in lines above. |
| No. of communities participating | 7 | 13 | Beneficiaries of the project within Dumfries and Galloway have come from the following postcode areas- DG1,DG2,DG3,DG4,DG5,DG6,DG7,DG8,DG9,DG10,DG11,DG12,DG13 |
| No. of Community led projects | 1 | 4 | Inbetween Residencies, Wigtown Internships 2011&2012 and Wigtown Ink |
| No of individuals trained, gaining new skills or reskilled | 50 | 151 | Sponsorship & Crowdfunding(7), Building an Author Platform (22) Reveal (5) Wigtown Internships 2011(2)+2012(2), Wigtown Ink (115)and Dance Skills Day (4) Photography Advice Sessions (14) Writers Workshop (4) Plus 65 one to ones |
| No of training courses delivered | 13 | 35 | Sponsorship and Crowdfunding (1), Building an Author Platform (1), Wigtown Ink (15) Moving Image Networking Event (1) Reveal (1) Dance Skills Day (1) Writers Web Workshop (1), Photography Advice Sessions (14) |
| No. of FTE jobs created | 2 | 1.25 | Creative Business Advocate (1) Project Assistant (3 months) 0.25 |
| No of jobs in voluntary (third or non profit) sector | 0.2 | 0.2 | Dumfries and Galloway Arts Literature Development Officer |
| No. of other jobs | 11 | 7 | 7 Creative Business Advocates (15 days each over period July 2011-September 2012)) |
| No of projects that primarily address Economic Growth | 1 | 5 | SOSCEI (Creative Enterprise Development Pathfinder) Dumfries and Galloway International Musicians Platform (1) Reveal (1) Shoot D&G Commissions 1 + 2(1) Photography Advice Sessions (1) |
| No of promotions undertaken | 6 | 27 | |
| Marketing activity undertaken | 7 | 37 | |
| No of new/ innovative methods introduced which improve quality of life | 6 | 9 | CABN Connects (8) Shoot D&G (1) |
| No of new products developed | 1 | 68 | Peer to Peer Support through residencies led to led to creation of new products. |

| | | | |
|---|---|---|---|
| | | | CABN Connects (4) D&G International Musicians Platform (1) Inbetween (3) Tide Machine Residency (4) One to one Advice Sessions Photography Advice Sessions (56) |
| No of best practice models transferred | 1 | 2 | SOSCEI /Creative Enterprise Development Pathfinder CABN Connects |

Table 2: Outcomes against Creative Scotland Targets

| | SOS TARGET | TARGET (D&G) | ACHIEVED (D&G) | |
|---|------------|--------------|----------------|---|
| Provide specialist creative industry specific business and marketing skills training | | | | |
| Targets | | | | |
| No of individuals trained, gaining new skills or reskilled | | | | |
| <ul style="list-style-type: none"> D&G one to one sessions | 420 | 30 | 83 | Photography Advice Sessions (14), Reveal (2), Wigtown Internships (4) Artists Advice Day (18) CBA (Music) (10) CBA Film (4) CBA Dance (3) CABDO (28) |
| <ul style="list-style-type: none"> D&G group training sessions | | 150 | 164 | Sponsorship and Crowdfunding (7) Building an Author Platform (2) Hit the Ground Running (10) Reveal (3) Wigtown Ink (138) |
| No of Training Courses Delivered | | | | |
| <ul style="list-style-type: none"> Training course (programme of 3 sessions or more) | 13 | 3 | 1 | Reveal (1) |
| Establish Creative and Peer Mentoring | | | | |
| Targets | | | | |
| New innovative methods of adding value to local products | 8 | 6 | 9 | 7 x Creative Business Advocates 1x involvement of Gallerist in Artists Advice Day 1x Book Doctor-Wigtown Ink |
| New products developed | 46 | 23 | 68 | Peer to Peer Support through residencies led to led to creation of new products. CABN Connects (4) D&G International Musicians Platform (1) |

| | | | | |
|--|-----|-----|------|--|
| | | | | Inbetween (3) Tide Machine Residency (4) One to one Advice Sessions Photography Advice Sessions (56) Visual Artist and Craft Maker Awards in D&G (270) |
| No. of businesses advised/assisted | 120 | 60 | 70 | D&G Musicians Platform (3) Reveal (2) Mentoring Peer Support (65) |
| New markets accessed | 100 | 50 | 1 | The need identified through the project has been about preparing to enter new markets, which is the stage before accessing them, so the target proved to be unrealistic. |
| Organise pathfinder residencies | | | | |
| Targets | | | | |
| Joint projects within the UK | 6 | 3 | 8 | CABN Connects, D&G Musicians Platform, Inbetween, Shoot D&G, Tide Machine, Wigtown Internships 2011 and Wigtown Internships 2012 |
| Transnational projects | 2 | 1 | 0 | CABDO supported the development of the brief, promotion and recruitment of individuals for the Biosphere Learning Journey to Slovakia. |
| Best practice models transferred | 10 | 6 | 8 | 7 x Creative Business Advocates, CABN Connects |
| New additional visitors attracted | 450 | 300 | 2151 | Shoot D&G Database (81) CABN Connects Presentation (17) CABN Connects Social Media (2053 hits) |
| Support programmes for apprenticeship/training into creative industry | | | | |
| Targets | | | | |
| Individuals trained, gaining new skills or reskilled | 22 | 18 | 4 | Wigtown Ink Internships |
| Investigate microfinance and deliver grant schemes | | | | |
| Value added to grant and microfinance | 30 | 10 | 25 | D&G VAACMA 2010/11 -14 approvals SOS VAACMA 2011/12-26 approvals (11 D&G) This is first year of running SOS scheme. |
| Support sectoral networks and associations | | | | |
| Community led projects | 30 | 15 | 18 | Events aimed at developing and supporting networks |

| | | | | |
|---|--------|--------|--------|---|
| | | | | <p>Craft Scotland, Moving Image Event, Music and Performing Arts Networking Events, Ronnie Gurr Event, Rural Opportunities Day, Building an Author Platform, Dance Networking event Dance Skills Day</p> <p>Other interventions include support to: Venues network, Galloway Crafts Guild, Support to Spring Fling</p> |
| TARGET 3- INFRASTRUCTURE | | | | |
| Support initiatives to develop new creative spaces | | | | |
| Community facilities created | 15 | 10 | 0 | <p>This target referred to a new hub for Dumfries which is being taken forward independently of this project so the target is no longer relevant. Initial work was also undertaken on an Empty Shops Initiative called "Windows to Watch" but this could not be progressed due to the capacity problems within the project.</p> |
| Develop web based knowledge exchange | | | | |
| Website hits | 30,000 | 15,000 | 19,651 | <p>Google analytics show that over the period of the project the website has had 17, 598 visits by 12, 149 people. The target has therefore been exceeded.</p> <p>The CABN Connects Residency created a temporary blog which had 2053 hits.</p> |
| New pages created | 30 | 10 | 12 | <p>7 new pages were created on the Arts and Crafts Website, which was then remodelled to become the CABN Connects Creatives website.</p> <p>A Shoot D&G Directory was also created (5 pages)</p> |
| Business listed | 250 | 150 | 225 | |

**Please note that there may be differences between similar outcomes in tables 1 and 2 because the stricter criteria for LEADER means some participants etc cannot be counted.*

In addition a project Evaluation Report was commissioned from an independent company. This draws on a range of evaluation and monitoring material including reports from each of the Creative Business Advocates, plus event attendance and evaluation forms.

5.2 The LEADER issue selected in the application was '**develop a diverse and dynamic business base**'. The project was aimed specifically at finding new ways to support arts businesses across Dumfries and Galloway by providing access to specialist and peer support for very small businesses (primarily sole traders) who generally find it hard to access other more mainstream forms of business support. It also aimed to provide learning opportunities relevant to arts sector business needs and to encourage collaborative working between arts businesses and across arts sectors.

More information on how this impact and the feedback received is given in the Evaluation Report, but in summary:

- **345** new business contacts were added to our database of Dumfries and Galloway arts businesses which now numbers **831**, these will continue to receive information on news and opportunities relevant to arts businesses
- **94** participants took part in **7** networking events, sharing information with peers and establishing business connections
- **3** sector-specific business networks were facilitated enabling peer support and information sharing between businesses and helping to overcome rural isolation
- **65** participants had one-to-one in person advice sessions. indicating substantial demand among creative arts businesses for specialist advice and support
- **171** participants took part in **8** specialist training sessions, helping to improve skills and knowledge linked to creative sector business needs
- **20** participants, host organisations and companies took part in residencies and commissions with a total value of **£30,500**, leading to increased business turnover and opportunities for learning and collaboration between businesses
- Through the project activities and the linked research on the creative industries in the South of Scotland, much was learnt about the current profile, aspirations and needs of creative arts businesses across Dumfries and Galloway that will now inform future interventions in the area of creative arts business development

6. LESSONS LEARNED AND FUTURE PLANS

6.1 Lessons Learned

This project was by its nature experimental and exploratory. The Evaluation Report explores learning points in more detail, but these can be summarised as follows:

- **The Value of Partnership Working** - through the current projects strong strategic partnerships across the South of Scotland have been developed at both local and national level. These partnerships have been seen to directly benefit creative arts businesses across both Dumfries and Galloway and the Scottish Borders.
- **The Value of Improved Knowledge** - we are now better informed about the developmental needs and business aims of the Creative Sector in the South of

Scotland, both through direct client contact and through the research commissioned from EKOS into the impact of the creative industries in the South of Scotland (copy included in the project documentation). We also now have access to a database of Creative Businesses that covers the South of Scotland.

- **Strategic Framework** – Strong partnership working has facilitated the development of a New Work Framework (copy included in the project documentation) which provides the key mechanism to deliver support to the Creative Sector across the South of Scotland.
- **Network Development**- SOSCEI/CEDP began with strong networks in the visual arts and craft sectors, and over the last 18 months has started to build networks of businesses for literature, music, film, performing arts and dance. However these are still embryonic and need more time and support to become well established. Creative Clusters has developed the ‘&Creative’ and ‘Borders Creative’ networks, bringing together those providing business to business services.
- **Improved Communication**- during the course of the project there has been regular communication with the Creative Sector across the South of Scotland through one to one contact, postings on websites, regular newsletters, and email promotion of opportunities. The current project did not however fully harness the potential of digital and social media to reach clients, and work is required to ensure that methods of communication more readily reflect the creative energy and vitality of the creative sectors being supported.
- **Peer support and mentoring** – the contribution of the Creative Business Advocates to the project was extremely valuable but on reflection their remit was too broad and the time allocated too short to make their work as effective as it might have been with more time and/or a more focussed remit. In the next phase of the Project ‘CABN New Work’ the role of the Creative Business Advocates will be much more focussed and supplemented though a new mentor-match scheme.
- **Changing landscape for the arts in Dumfries and Galloway**
Over the past 12 months, artists, arts organisations and representatives of key partner agencies across Dumfries and Galloway have come together to create a new model for planning and delivering the arts across Dumfries and Galloway. The intention is that strategic commissioning for the arts will be sector led. The next phase of this project is designed to complement and support the work of this new model by encouraging arts businesses to become involved in the Chamber of Arts and the Hubs. The new board that will be established as part of the CABN new work would include representation from the Chamber of Arts to ensure close working and joint planning for the future.

All of this provides the new project with a firm foundation from which to develop the project aims and activities through the next phase, entitled ‘CABN New Work’.

6.2 Immediate Next Steps

A follow-on project ‘**CABN New Work**’ has been approved for support by LEADER Dumfries and Galloway, Creative Scotland and Dumfries and Galloway Council and will feature the following new developments based on the lessons of this project:

- a mentor-match scheme – this will involve the development of a pool of mentors from across the South of Scotland with a variety of skills, experience and expertise. A mentor can then be chosen who closely matches the clients’ needs. This is a new approach to peer support.
- a ‘go and see’ scheme providing the opportunity for creative businesses to explore new routes to market and examples of best practice beyond Dumfries and Galloway. This is a new way of encouraging creative businesses to look at potential market opportunities beyond the region.
- piloting of video conferencing to deliver a training course. Partnership working to tailor mainstream business training to create an annual training programme specifically targeting the Creative Industries.

In addition there will be close working with the LEADER funded ‘**Fresh Start for Arts**’ Project (aimed at helping the new Chamber of Arts and Arts Hub model to become fully established) to ensure that CABN New Work and any future support for creative (arts) businesses is fully integrated with the new structure for sector-led arts planning and delivery.

6.2 Future Sustainability

As indicated in section 1.5, Dumfries and Galloway Council enabled the creation of a post through its match funding, which is permanent. The intention was always that this resource will continue to be available following the end of the project to maintain key resources such as the databases of creative sector businesses and to facilitate and fund-raise for new projects that would promote the long term goals of the project in supporting the development of creative (arts) businesses in Dumfries and Galloway. Support for the creative industries features within current priorities for the arts in Dumfries and Galloway and work in this area is linked closely to the developing Arts Hubs and Chamber of Arts model. Lessons learnt though this project will inform short, medium and long-term plans for creative (arts) business development.

6.4 Partnership with Scottish Borders

At the time of writing this report, the Scottish Borders element of this project is still active. An application has been submitted to LEADER Scottish Borders to implement a next phase of the project in the Scottish Borders that will be complementary to CABN New Work. It is hoped that this application will be successful and that we will be able to continue to work with our partners across the South of Scotland to deliver the original long-term aims of this project.

Rebecca Coggins
Principal Officer, Arts and Museums Nithsdale
Dumfries and Galloway Council