



Strategic Plan
2023-28



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Welcome to our new strategic plan

We are delighted to share with you the first Strategic Plan for Culture & Business Scotland, the new name for Arts & Business Scotland. The rationale for this change of name, brand identity and repositioning of the organisation is clear.

Since our demerger from Arts & Business UK in 2011, we have significantly extended our engagement and reach across the culture sector, now embracing heritage as well as the arts, and the business sector. This has allowed us to develop and deliver a wider training programme, expanded networking opportunities and new development initiatives, as well as provide match funding to encourage and enable the culture and business sectors to work in increasingly effective partnership.

This new name, identity and repositioning of the organisation will ensure that all potential beneficiaries across the culture and business sectors better recognise the relevance and value of our work, particularly during a period when all sectors face huge global challenges. The context and need for our work to help address these internal and external circumstances are defined within this Strategic Plan.

As the only development agency in Scotland providing incentive funding, tools, training, access to networks and business acumen, our work enables the sectors to become more efficient, innovative and entrepreneurial, while maintaining core values. Our role in connecting the sectors establishes innovative social, economic and creative partnerships, which help to address collective challenges.

For arts and heritage organisations operating within the context of a challenging public funding climate, and other external pressures, we help them to adapt and evolve to survive and thrive. We enable them to shift from a subsidy to sustainability mindset by supporting the development of refreshed operational models to fulfil their creative and economic potential.

For business organisations, we help them use cultural engagement to address internal and external needs and opportunities. Our role as the bridge or connector to culture and creativity enables commercial organisations to innovate to stay one step ahead of their competitors. We support them to use creativity to support and nurture their staff, develop new market opportunities, and meet Environmental, Social and Governance (ESG) targets. We empower businesses, through cultural engagement, to distinguish themselves from their competitors and use creativity to unlock social and commercial potential.

In this first Strategic Plan for Culture & Business Scotland, we are delighted to share how we will build upon our work to date, through evolving programmes and services that create a collaborative marketplace for the culture and business sectors to better understand respective needs, tailor bespoke offers and solutions, and develop partnerships for mutual societal and commercial benefit.

The context within which we work

As Scotland faces current financial, societal and environmental challenges, there has never been a greater need to establish creative partnerships between the culture (arts and heritage) and business sectors that bring innovative reciprocal, cultural, social and economic benefits.

Businesses are facing immense trading and staffing challenges, and the economy of the culture sector has been hit especially hard by the legacy of the COVID-19 pandemic, Brexit, the cost-of-living crisis and other external challenges.

In this evolving commercial world, where the modes and methods of working have changed, culture and creativity can be utilised to create healthy and inspiring working environments that empower people to innovate, recognise and develop new market opportunities to unlock commercial potential.

In the public and third sector world, there are significant pressures on longer-term funding from statutory funding bodies, trusts and foundations, and local authorities. To survive in this new world, culture sector organisations will need to shift from a subsidy to sustainability mindset by developing refreshed business and operational models and devising new products and services that unlock organisational potential, in part by providing solutions to the challenges faced by businesses.

The culture sector is recognised as integral to our social and economic recovery and renewal. The Scottish Government's Advisory Group on Economic Recovery (The Higgins Report)

recommends that the sector should be a high priority, recognising it as 'inherently innovative and entrepreneurial'.

Culture & Business Scotland has a key role to play to support the recovery/renewal process by acting as a conduit to collaboration between the culture and business sectors. Our ambition, set out in this plan, is to deliver activities and services that bring creative thinking to the workplace and create a number of marketplace opportunities for the culture and business sectors to connect and thrive.



Jane Morrison-Ross,
Chair, Culture &
Business Scotland



David Watt,
CEO, Culture &
Business Scotland





About Culture & Business Scotland

Culture & Business Scotland is a Company Limited by Guarantee with charitable status. Until 2011 we were part of the UK-wide charity Arts & Business (formerly the Association for Business Sponsorship of the Arts (ABSA) founded in 1975) before we demerged to become an independent Scottish company and charity.

Since being established in Scotland in 1986, we have worked with more than 1,500 businesses and invested more than £11 million into the culture sector through incentive funding schemes; we have provided training and networking opportunities that have supported social, economic and creative partnerships across the culture and business sectors.

Our work can help your organisation or business to unlock your creative and social potential, which in turn will support your economic and commercial aspirations by:

Growing your People through training, mentoring and knowledge exchange that builds and develops skills and capacity

.....

Growing your Networks through events that develop new market opportunities and facilitate partnership working

.....

Growing your Profile through platforms that develop new market opportunities and distinguish you from your peers and competition



Our entrepreneurial sector is strengthened when we embed the power of creative thinking at its heart. Culture & Business Scotland plays a key role in connecting culture organisations and creative start-ups with business, developing collaborative opportunities that bring social and economic benefits for all involved.

Mark Logan, Chief Entrepreneurial Advisor to Scottish Government, Start-up/Scale-up Advisory, Non-exec, Professor, University of Glasgow (former COO, Skyscanner)

Our vision

Our vision is for a Scotland where culture thrives, is celebrated, and enriches social, civic and economic life.

Our mission

Our mission is to be the connector between the culture and business sectors; to enable, inspire and support exciting and mutually beneficial cross-sector relationships, to build knowledge, skills, and expertise where they're needed most, and to champion the impact and value of cultural experiences on all of our lives.

Our purpose

Our purpose is to embed business into culture and creativity into business.



We understand the importance of cultural experiences at Ocean Terminal, and thanks to the Culture & Business Scotland Fund, additional opportunities have been provided for our customers to engage with arts and heritage. These have not only added value to our retail offering but have also fostered a sense of community and engagement at Ocean Terminal.

Michelle Macleod, Ocean Terminal

Our values

Equality, diversity, inclusion, fair work and sustainability lie at the heart of everything we do, and the following values guide us:

<h3>Creativity</h3> <p>Thinking and acting creatively helps to inspire innovation and encourage resourceful and dynamic responses and ideas.</p>	<h3>Collaboration</h3> <p>Working together and sharing ideas, skills, and knowledge, enables and encourages partnerships that in turn, deliver collective outcomes and benefits.</p>
<h3>Cultivation</h3> <p>Nurturing and developing skills, capacity and opportunities, and creating vibrant connections, supports the growth and success of culture and business organisations.</p>	<h3>Celebration</h3> <p>Sharing and celebrating success and positive benefits helps us all to champion creative partnerships and advocate for the value and impact of cultural experiences.</p>



C&BS's vital support of the culture community, enabling both individuals and organisations, is evident in everything they do, from tailored training to invaluable funding and advocacy work. They are supportive, responsive and go the extra mile to help people succeed. It is a pleasure to work with such a focussed and dynamic organisation.

Catherine Holden Consulting

What we will do

We have three key strategic goals that support the ambitions of our vision and mission:

Championing the value and impact of cultural experiences

To represent and celebrate the value and impact of cultural experiences on all of our lives.

Building relationships

To enable, inspire and support exciting and mutually beneficial cross-sector relationships.

Developing knowledge, skills, and expertise

To meet both individual and organisational development needs.



Capgemini puts innovation, creativity and collaboration at the heart of our approach to solving our clients' greatest challenges. Having a strong base in Scotland, we are fortunate to draw on its creative culture. Culture & Business Scotland's work is more important than ever, we need to leverage the creative economy and creativity to help us find swifter, more agile solutions. They are key in bringing together the sectors of the future to bring social and economic benefits for all involved.

Richard Haynes, Vice President,
Capgemini UK Plc, Global Lead and
UK Head of Health & Devolved Government

Championing the value and impact of cultural experiences

To represent and celebrate the value and impact of cultural experiences on all of our lives, we will:

- act as advocates (in partnership with the culture sector) for the value of culture and cultural experiences to individuals, groups, and the Scottish economy as a whole, making representation to Scottish Government, public bodies and agencies, and especially to the business sector;
- measure and report on outcomes, and evidence the benefits of culture and cultural experiences; and
- make the case for investment in culture and cultural experiences, based on their value to social, civic and economic life.



Working with Culture & Business Scotland has been instrumental in helping Cirrus Logic create a more strategic framework for our community outreach programme. By combining our company values and employee engagement ethos with their extensive knowledge of the Scottish cultural landscape, we were able to enhance our investment strategy, resulting in greater benefits for our brand, our employees, and the organisations we support.

Eddie Sinnott, Director of Codecs & Standard Products. Cirrus Logic

Building relationships

To enable, inspire and support exciting and mutually beneficial cross-sector relationships, we will:

- cultivate a nationwide Culture & Business Scotland community across public, business and third sector organisations;
- manage and grow our own membership across arts, heritage and business organisations;
- facilitate match funding through the Culture & Business Fund Scotland to enable arts and heritage organisations to deliver projects with business organisations;
- increase opportunities for arts, heritage and business organisations to work together on a commercial basis by developing and promoting the Culture & Business Marketplace Scotland; and
- devise and deliver an exciting Networking Events programme throughout the year, to grow connections across both sectors.



Culture & Business Scotland is an exceptional charity that works tirelessly to strengthen the relationship between culture and business communities.

If you're a business looking to engage with, or give support to, the culture sector, then get in touch with Culture & Business Scotland. They are the connector to help the sectors work together for the benefits of Scottish society and economy.

James Law Associates

Developing knowledge, skills, and expertise

To meet both individual and organisational development needs, we will:

- develop and deliver sector specific training and professional development through an extensive Training & Events programme, including Skills Training courses that address all aspects of fundraising and sponsorship;
- provide professional expertise on good governance and best practice through our Board Matters sessions;
- work in partnership with industry experts to develop and deliver Business Briefings, which address critical topics such as tax issues, cyber security, intellectual copyright and GDPR; and
- build capacity within the culture sector through short and long-term Development Initiatives.



The business and culture sectors have so much to learn from engaging with each other. Culture & Business Scotland creates an invaluable space for that learning and engagement to take place.

Gavin McEwan, Partner and
Head of Charities, Turcan Connell

How we will achieve our strategic goals

Championing the value and impact of cultural experiences

Strands of work and activities	Actions
<p>Acting as advocates (in partnership with the culture sector) for the value of culture and cultural experiences to individuals, groups, and the Scottish economy as a whole, making representation to Scottish Government, public bodies and agencies, and especially to the business sector</p>	<p>Proactively engage with key thinkers, innovators and decision makers across the political, public and commercial sectors to communicate the contribution made by culture</p> <p>Build upon partnerships with local authorities, Chambers of Commerce, and economic and third sector development agencies to promote and share the value of cultural engagement for all</p> <p>Develop and share case studies of best cross- sector partnership working to encourage and develop new innovative collaborations</p> <p>Deliver a series of networking events to raise awareness of the value and return on establishing creative partnerships</p>
<p>Measuring and reporting on outcomes, and evidencing the benefits of culture and cultural experiences</p>	<p>Commission evaluations and develop case studies of best practice in cross-sector partnerships established through the Culture & Business Fund Scotland and the Culture & Business Marketplace Scotland</p> <p>Undertake a rolling programme of consultations with the culture and business sectors to define needs and opportunities to future proof our strands of work and activities</p> <p>Demonstrate how the above contributes to the delivery of Scottish Government key social and economic transformation strategies and priorities</p>
<p>Making the case for investment in culture and cultural experiences, based on their value to social, civic and economic life</p>	<p>Proactively engage with policy setters, culture and non-culture development agencies and funders, and Scottish Government to advocate for investment in culture to address cross portfolio agendas and secure sustainable investment and resources to extend this work</p>

Building relationships

Strands of work and activities	Actions
Cultivating a nationwide Culture & Business Scotland community across public, private, and charitable sectors	<p>Develop partnerships with local authorities, Chambers of Commerce, economic and third sector development agencies</p> <p>Deliver a series of networking events to raise awareness of the value and return on establishing creative partnerships</p>
Managing and growing our own membership across arts, heritage and business organisations	<p>Devise and deliver a series of exclusive benefits to enhance the value and return on our membership offer, including:</p> <ul style="list-style-type: none"> • Free cross-sector networking events • Access to business acumen • Free promotion and profile-raising opportunities • Significantly discounted access to bespoke training and professional development activities
Facilitating match funding through the Culture & Business Fund Scotland to enable arts and heritage organisations to deliver projects with business organisations	<p>Secure and distribute incentive funding to encourage and enable businesses to invest in and benefit from cultural engagement activities</p> <p>Double the value of business investment to grow the scale and ambition of the delivery of cultural activities for the people of Scotland</p> <p>Develop and share case studies of best cross- sector partnership working to encourage and develop new and innovative collaborations</p> <p>Deliver a series of awareness raising events to help businesses better understand the potential return on establishing creative partnerships</p>
Increasing opportunities for arts, heritage, and business organisations to work together on a commercial basis by developing and promoting the Culture & Business Marketplace Scotland	<p>Develop the skills and knowledge of culture sector organisations to create bespoke cultural products and services as the 'supply' to address business needs, challenges and opportunities</p> <p>Recruit culture sector organisations onto the C&BS Marketplace to provide a broad range of cultural solutions to business challenges</p> <p>Deliver a series of awareness raising events to help businesses better understand the potential return on commissioning creative solutions</p>

Developing knowledge, skills, and expertise

Strands of work and activities	Actions
<p>Developing and delivering sector specific training and professional development through an extensive Training & Events programme, including Skills Training courses that address all aspects of fundraising and sponsorship</p>	<p>Develop partnerships with external consultants to create training and knowledge transfer modules that address sector needs in areas including diversification of income streams through innovative fundraising, sponsorship, and development of commercial activities</p> <p>Build upon partnerships with local authorities, Chambers of Commerce, economic and third sector development agencies to promote development opportunities for all</p> <p>Increase the number, range and geographical representation of individuals taking up training and knowledge transfer offers</p>
<p>Providing professional expertise on good governance and best practice through our Board Matters sessions</p>	<p>Utilise internal and external expertise to create training and knowledge transfer modules that address sector needs in areas of Governance, board and trustee development</p> <p>Build upon partnerships with local authorities, Chambers of Commerce, economic and third sector development agencies to promote development opportunities for all</p> <p>Increase the number, range and geographical representation of individuals taking up Board Matters sessions</p>
<p>Working in partnership with industry experts to develop and deliver Business Briefings, which address critical topics such as tax issues, cyber security, intellectual copyright and GDPR</p>	<p>Develop partnerships with business and professional expertise to create an evolving series of modules that help to address business development needs</p> <p>Build upon partnerships with local authorities, Chambers of Commerce, economic and third sector development agencies to promote development opportunities for all</p> <p>Increase the number, range and geographical representation of individuals taking up business development and knowledge transfer offers</p>
<p>Building capacity within the culture sector through short and long-term Development Initiatives</p>	<p>Develop partnerships with and secure investment from funders to develop and deliver capacity building initiatives</p>

Delivery through partnership working

Being a small organisation means that we are reliant on establishing key strategic partners to help us deliver our mission and purpose.

This includes external industry expertise to deliver our sector-specific Skills Training, and training and business partners who provide business acumen and knowledge through our Business Briefings.

It also includes working with other agencies across the culture and business sectors to promote the visibility, relevance and value of our work to their stakeholders.

From the culture, third and public sectors, this includes cementing existing and establishing new working partnerships with local authorities, cultural trusts, local cultural agencies, culture sector specialist development agencies, higher education institutions, and third sector Interfaces.

From the business sector, this includes cementing existing and establishing new working partnerships with Chambers of Commerce, economic development agencies, business support agencies, business professional development agencies and national and local economic forums and networks.

These partnerships connect our work and promote our activities to local and national networks. They can also help us develop intelligence on the local challenges and opportunities facing cultural delivery so that we might tailor the strands of our work and activities to meet local needs.

Tapping into the intelligence held by these culture, third, public and business sector partners also provide platforms and opportunities for us to share our unique knowledge with their stakeholders on the cultural, social and economic value to business of partnering with culture. This supports cultural tourism and the contribution that culture can make to placemaking agendas.

Our unique approach to partnership working enables us to capture and amplify views and opinions on the importance of embedding business into culture and creativity into business.

Key performance measures

We evaluate how effective we have been in delivering our three key strategic goals through a number of quantitative and qualitative measures. Some of these performance measures relate to the impact, value and benefit that we provide for participants and beneficiaries through our work and activities.

These measures will inform the setting of targets within our annual Operational Plan and are reported on against our established baselines on a quarterly basis to our Board members and as required by our funders.

Championing the value and impact of cultural experiences	
To represent and celebrate the value and impact of cultural experiences on all of our lives:	
1	Sustain and widen the number of representations and presentations made to Scottish Government, government agencies and public and private business organisations on the value of culture to society and the economy to shape and influence future policies and outcomes.
2	Extend the number of reports, and case studies created (and accessed) to measure and evidence the benefits of culture and cultural experiences
3	Boost the level of media coverage of our activities and programmes to demonstrate the benefits of culture and cultural experiences

Building relationships	
To enable, inspire and support exciting and mutually beneficial cross-sector relationships:	
4	Grow the number of public, private and charitable sector organisations that we engage with through Culture & Business events, the Culture & Business Fund Scotland, and the Culture & Business Marketplace Scotland (with an emphasis on growing business engagement)
5	Extend the reach of these programmes of work across arts, heritage and business organisations
6	Broaden the geographical representation of arts, heritage and business organisations engaging with these programmes of work
7	Provide evidence of impact/benefit of taking part in these programmes of work

Developing knowledge, skills, and expertise	
To meet both individual and organisational development needs:	
8	Grow the number of public, private and third sector organisations that we engage with through sector specific Skills Training, Board Matters sessions, Business Briefings, and providing professional expertise and knowledge
9	Extend the reach of this work across the arts, heritage and business sectors
10	Broaden the geographical representation of arts, heritage and business organisations who engage with this work
11	Provide the evidence of impact/benefit of taking part in these activities

Supporting Scottish Government objectives

Our unique ability to work across the culture and business sectors provides opportunities that positively contribute to outcomes across the Scottish Government portfolio.

Our work contributes to progressing Scottish Government's A Culture Strategy for Scotland 2020, the International Culture Strategy and the National Performance Framework and Equalities Outcomes, a Wellbeing Economy, as well as other industry strategies, including the National Strategy for Economic Transformation (NSET).*

Our work contributes significantly towards the national targets for Culture:

“Increasing attendance at cultural events or places of culture and participation in a cultural activity delivering growth in cultural economy and employing people working in arts and culture.”

Our core contribution is to the National Performance Outcome for Culture:

“We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.”

Our work also contributes to progressing the Sustainable Development Goals for Culture: Gender equality; reduced inequalities; sustainable cities and communities.

Our work also contributes significantly to NSET priorities, particularly Priority 2: Entrepreneurial People and Culture, by enabling the public and commercial sectors to employ cultural engagement as a tool to develop entrepreneurial mindsets and develop products, services and new market opportunities.

We share and communicate the above value of culture to society and the economy to help shape, inform and influence current and future policies development, implementation and outcomes.

* For details of how our work addresses the above strategies and objectives, see Appendix 1

Credits

p4

Hidden Door Arts and Innis Gunn, image credit: Dan Mosley


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C&BS networking event, image credit: Mihaela Bodlovic

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Vision Mechanics and AT Bets Handlers Ltd, image credit: Vicki Watson

Contact us

 Culture & Business Scotland,
Thorn House,
5 Rose Street,
Edinburgh EH2 2PR

 **T:** 0131 243 2757

 **E:** contactus@cultureandbusiness.scot

 www.cultureandbusiness.scot





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