



ALBA | CHRUTHACHAIL

The Convener
ceeac.committee@parliament.scot

2 December 2025
IM/kf

Dear Convener,

Creative Scotland's initial response to the independent review report

I am writing to provide you and Committee members with a short update, following the publication last week of the report from the independent review of Creative Scotland.

Our Staff and Board contributed extensively to this review, in a spirit of openness and honesty, and we all welcome the publication of its report and recommendations. I'm very pleased that the review validates Creative Scotland's essential role in supporting culture and creativity in, and from, Scotland and recognises the positive contribution the organisation has made since its inception in 2010. I'm particularly pleased to see the organisation's work supporting the sector during the COVID-19 pandemic recognised. This was an extremely challenging time for everyone, but it was a challenge that our organisation rose to and delivered against.

A fact that has always been obvious to me, but is great to see underlined in the report, is the dedication and hard work of our Staff, and the high regard in which they are held by the people and organisations we support, and by our partners. It is important to remember that Creative Scotland is the people that work each day to deliver support for artists, creative practitioners, cultural organisations and creative businesses across the country, to the benefit of the broader population.

We take the report very seriously and are now in the process of considering its recommendations carefully, working with our Staff, Board, partners and with colleagues at the Scottish Government, who commissioned the review.

We will respond to each recommendation and develop plans to implement them, as appropriate, however, due to the broad ranging nature of the report's themes and recommendations, this will require time and consideration.

Of particular importance is the careful consideration of the resource implications of this report. While some of the recommendations being put forward can be implemented in relatively short order, others will require additional resources, or significant reallocation of resources, in terms of people and budget. This will, in turn,

require discussion with our Board and our funders, the Scottish Government and the UK National Lottery.

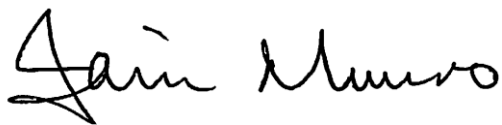
More specifically, I'd like to be clear that many of the recommendations being made in the report reflect actions we are already taking. For example, a review of our approach to Open Funding is underway, including gathering input from applicants and potential applicants; we have already digitised the majority of our application processes and work is in train to apply this to the few funds not yet digitised; and we are well-advanced in a review of our internal communications approaches, drawing on input from our Staff.

Other recommendations in the report relate to work that we already have planned. For example, we will be undertaking a comprehensive review of our operating model, looking at our structure, and allocation of resources (people and budgets) which support the delivery of our funding, advocacy and development work. We also recognise the need to reset our long-term strategy, now that Multi-Year Funding and greater budget certainty is in place, with a view to re-aligning this with the future needs of the culture and creative sector. We informed the Review team that we had put this operating model and strategy work on hold pending the publication of their recommendations, and we will now progress with these significant projects as a priority, drawing on the feedback presented in the review's report.

In conclusion, there is much to welcome in the suite of recommendations being made in the review report. I see this as an opportunity to evolve Creative Scotland's role, not just in support of culture and creativity, but as a public body continuing to contribute tangible benefits to people and communities, creatively, socially, economically, and in terms of health and wellbeing.

We will communicate more in due course as we develop a more detailed response to each of the recommendations set out in the report. In the meantime, I'd be happy to answer any questions you or the Committee might have, and to discuss any aspect of the report further.

Yours sincerely,

A handwritten signature in black ink, reading 'Iain Munro'. The signature is fluid and cursive, with the first name 'Iain' and the surname 'Munro' clearly distinguishable.

Iain Munro
Chief Executive
Ceannard
Creative Scotland