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IT ALL ADDS UP

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A CELEBRATION OF 20 YEARS OF EUROPEAN FUNDS IN WESTERN SCOTLAND

Project Title **Cultural Enterprise Office**
Project Sponsor **Scottish Enterprise Glasgow**

PROJECT ORIGIN AND DEVELOPMENT

In January 1999 the Centre for Contemporary Arts (CCA), in partnership with the Glasgow Development Agency (GDA – now SEG), the Scottish Arts Council (SAC), the International Cultural Desk (ICD) and the British Council (BC), commissioned Cultural Enterprise (CE) and DCA (Cardiff) Limited to test the feasibility of establishing, in CCA, a business development agency for cultural and creative businesses.

The Cultural Enterprise Office was established in November 1999 as a three year pilot based at the CCA in Glasgow and formally launched in May 2000. The Cultural Enterprise Office was set up to provide business support to individual practitioners and micro businesses across visual art, theatre, dance, music, craft, writing and publishing, film and independent media, design and multimedia. Support is generally targeted at those at pre-start-up level although there is specialist support and advice available to existing businesses also.

The existence of a Cultural Enterprise Office adds value to, and works alongside, existing generic and specialist business support services, primarily through the provision of advice, support and training.

PROJECT AIMS AND OBJECTIVES

The objectives of the pilot were to:

- strengthen the cultural and creative industries cluster by: supporting, developing and expanding the talent and skills base; rendering cultural enterprises more 'business ready'; encouraging cultural enterprise to exploit commercial opportunities and to become less dependent on public subsidy
- provide a holistic approach to enterprise support in the cultural and creative industries through the provision of advice, information sign-posting and specialist training to complement the work of existing support services
- focus particularly on sole practitioners and micro businesses at the pre-entry level to redress identified market failure within the existing support network
- sensitise the generic business support network to issues specific to the cultural and creative enterprise sector.

PROJECT ACTIVITIES

The Cultural Enterprise Office delivers its service through an enquiry service, free seminars, training and networking events and advice surgeries where individuals can make an appointment for a session focusing on their particular business development needs.

Highlights of its Training Programme included the following:-

- Introduction to running an arts organisation/Working as a professional artist
- Built to last – planning your development strategically
- Money matters – Financial management
- Presentation and negotiation skills
- More than your medium – A programme to develop your self-mastery
- Your Business Development – Seven Vital Steps to Success.

CEO also operated a website that is regularly updated, containing information about the training services and forthcoming events. This website aimed to complement the service delivered in Glasgow by providing information resources for those setting up in business and by signposting to further sources of information and advice through the Info search.

PROJECT STRUCTURE

The CEO is line managed by Creative Industries at Scottish Enterprise Glasgow. It is not an independent organisation with its own legal status. The service is delivered through Glasgow Opportunities who employ the staff and provide various services including material supplies and accounting.

A steering group, comprising representatives from the stakeholder institutions and agencies was convened to steer the project through the development phase and pilot. The current staffing structure is as follows:

- one Full-time Project Manager who oversees the current project, works on further development and delivers a portion of the Advice Surgeries
- one Part-time Information Officer who manages the information systems, website and provides information to clients. The Information Officer also delivers a number of Advice Surgeries per month
- one Part-time Administrator who manages all general office activity

The CEO also recruited a range of freelance experts to deliver further Advice Surgeries and Training.

PROJECT FINANCE

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|------------------|------------------------------------------|
| Eligible Costs | £362,751 |
| ERDF/ESF Support | £175,093 |
| Priority/Measure | Western Scotland Priority 1, Measure 1.2 |

PROJECT PERFORMANCE

| Indicator | Target | Achievement | % Target Achieved |
|--------------------------------------------------|---------------|--------------------|--------------------------|
| No of business/sectoral networks supported | 8.25 | 49 | 593.94% |
| No of instances of advice to existing businesses | 243 | 196 | 80.66% |
| No of instances of advice to new businesses | 162 | 172 | 106.17% |
| No of gross new jobs created for women | 13.5 | 11 | 81.48% |