

## Key assessment criteria

### Strategic Criteria

The aspect of an organisation's performance in relation to Scottish Arts Council aims is the essential element of the strategic review. With the assessment process aiming to ensure alignment of the work we fund with our three aims.

- To increase participation in the arts
- To support artists in Scotland to fulfil their creative and business potential
- To place the arts, culture and creativity at the heart of learning

Each of the aims is of equal status.

### To increase participation in the Arts

Performance Criteria	Evidence
The organisation's integrated and corporate commitment to serving and increasing audiences	Their contribution to the Scottish Executive targets[Refs Page 17 Scottish Arts Council Corporate Plan 2004/9] from the annual return – report card, audience figures cross referenced with funding agreement for the last three years. Detailed data collection and analysis of audience participation in their application and marketing plans Fully costed marketing plan.
Performance of the organisation in relation to engaging new audiences from under represented groups in particular from minority ethnic communities and people with disabilities	Clear strategy for retaining present and growing new audiences in their marketing plan, including addressing present barriers Measurable targets for future audience development in application, cross referenced with performance in relation to funding agreement.

**To support artists in Scotland to fulfil their creative and business potential**

<b>Performance Criteria</b>	<b>Evidence</b>
The development of art form practice and/or support for individual artists	The range and quality of artists engaged from the Artistic programme and reports and board papers The scope and quality of the support offered as recorded in the application form and annual return-report card, cross referenced with funding agreement. Board papers, critical and artistic reviews
Distinctive and leadership role in the art form and/or their area of activity	SAC Artistic evaluations [2003-5] Evidence of partnership and demand for work from other bodies nationally- artistic programmes, annual report, critical reviews and application
Profile nationally and internationally	Evidence of partnership and exchange from the application, artistic programmes artistic evaluations and critical reviews.

**To place the arts, culture and creativity at the heart of learning**

<b>Performance Criteria</b>	<b>Evidence</b>
Range of provision of learning experiences	No. of programmes and participants –cross reference of annual return-report card 2003-5 against funding agreement Application form Detailed data collection and analysis of the learning experiences offered in application and education strategy
The integration of education into the core business	Evidence of feedback of education events by the users and integration of the feedback in education strategy and application form. Artistic programme cross referenced with education strategy  Fully costed education strategy. Cross referenced with annual return and funding agreements.

### Operational Criteria

These aspects of an organisation’s performance are considered important, but secondary to the key strategic criteria. They will be used, in discussion with organisations, to manage the risk associated with the investment of public funds, to help frame an appropriate monitoring framework, and a development plan that moves the organisation towards a fully effective approach.

**The exception to this may be where there is such poor performance in relation to the criteria, that it would be inappropriate to award a long term funding commitment regardless of the strategic significance of the organisation.** The Director of Funding and Resources will be asked to identify any organisation that may be considered in this category and report to Council accordingly.

### Governance

Performance Criteria	Evidence
Effective board	<p>Board composition which reflects mix of gender/age/geography and the skills, artistic understanding, commitment to audiences and education as appropriate to their area of activity- application and annual report</p> <p>Board Development programme including induction of new members, members handbook - application</p> <p>Board Conduct – Board Minutes</p> <p>Current constitution – relevant, up to date, reviewed regularly and adhered to.</p> <p>Meet regularly, produce minutes and produce papers in advance of the meeting - Board papers</p> <p>Chair involves members and members actively interested – Board attendance evidenced through board papers</p>

**Financial**

Performance Criteria	Evidence
<p>Effective financial management and clear financial reporting</p> <p>Success in achieving fund raising targets</p> <p>Commitment to increasing income from non- public sources</p>	<p>Annual Accounts audited, solvent, reasonable cash position</p> <p>Management accounts – compared to a budget agreed by the board with variances explained.</p> <ul style="list-style-type: none"> <li>• Cash</li> <li>• Reserves</li> <li>• Income and Expenditure Performance[application and annual accounts]</li> </ul> <p>Performance against set fund raising targets and marketing plan</p> <p>Reserves Policy[application]</p>

**Managerial**

Performance Criteria	Evidence
<p>Effective management</p>	<p>Performance in relation to targets set in funding agreements.</p> <p>Staff job descriptions</p> <p>Staff Development Policy (which includes staff training, appraisal/performance management, pay structures, details of pension provision and other benefits)</p> <p>Basic codes of practice in evidence (for discipline etc)</p> <p>Equal Opportunities Policy</p>