



Scottish **Arts** Council

Quality Framework

guidelines for arts organisations
2nd edition

Contents

Introduction	1
Artistic Leadership	3
Public Engagement	7
Governance, Management and Finance	13
Compliance	17
Key dates	19

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Quality Framework

guidelines for arts organisations

2nd edition

The Scottish Arts Council

Guidance to the Quality Framework

The Quality Framework was launched in 2007 as a developmental (continuous improvement) tool. Since then, we have worked closely with arts organisations to review, refine and further develop the Quality Framework including an independent evaluation. This second edition of the Quality Framework builds on the evaluation and feedback from the officers and organisations that use it, and we will continue to develop it in preparation for a handover to Creative Scotland

There are **no** major changes to the document, just some minor amendments, in response to the recommendations of the Quality Framework evaluation. These were that Flexibly funded organisations wanted to submit board papers as evidence and some wanted to tell us about their International practice. In addition, we have taken the opportunity to update our Public Engagement and Equalities guidance. Within our website, there are useful links and additional guidance within the Quality pages and others that may inform you further.

The evaluation found that the key benefits of the Quality Framework were:

- **It encourages organisations to think about key aspects of their delivery, that it is good to have questions to promote critical thought and helps produce information in a clearer way**
- **It has supported processes of organisational change**
- **It has helped with self assessment, developing a more consolidated and rounded approach to planning, monitoring and review**
- **It is less a management instrument, but gives a mix of evidence which characterizes successful organisations**
- **It has helped to empower boards to get more involved and/or formalised board meetings**
- **It has caused 'improvement in tandem', in addition to supporting its funded organisations to develop it has challenged and developed arts council practice.**

Many of the recommendations of the Quality Framework evaluation were aimed at supporting and developing our lead officers and staff. In response to this we have planned a year long programme of development activity linked with the Quality Framework to ensure that you receive the

highest possible customer service and to maximise consistent practice. We are also looking at simplifying and improving our internal processes to minimise bureaucracy for our clients.

This document is a starting point – a Quality Framework for Arts Organisations. It provides information and guidance to arts organisations on key areas where quality matters

- **Artistic leadership and vision that creates high quality programmes of work**
- **Public engagement**
- **Accountability – Governance, Finance, Management and Compliance**

The Quality Framework is not static. We still intend that the Quality Framework will:

- **Act as a clear set of expectations of performance;**
- **Inform Scottish Arts Council funding decisions (within the context of strategic priorities);**
- **Evidence and demonstrate cumulative value for public funds.**

However, meeting the Quality Framework will not be sufficient in itself to guarantee funding.

We expect all arts organisations to work with the Quality Framework, as it promotes best practice and continuous improvement.

We will encourage organisations to use the Quality Framework to gather evidence which will allow them to demonstrate best practice to their stakeholders.

We aim to distil reporting requirements to further minimise bureaucracy but would wish to use the evidence provided individually and collectively to support and promote the sector.

We ask Foundation organisations to report on all areas of the Quality Framework. Flexibly funded organisations are asked to report primarily against Artistic Leadership.

Using the Framework

Within the four sections, we have identified Areas of Activity and within each of these, there are core requirements described. We have outlined evidence requirements for each section within the Quality Framework but these are not overly defined; they serve as a starting point, and as a

focus for self assessment and review, for discussion with us. This ensures that:

- **organisations already exceeding the core evidence requirements have the opportunity to demonstrate their improvements and set greater challenges**
- **organisations facing difficulty providing the core evidence have sufficient time to address this and make improvements.**

Within the Quality Framework, we have added some open questions, simply as a prompt, to help focus your discussions.

The Scottish Arts Council works at an international, national and local level:

- **supporting artists and arts organisations in Scotland to fulfil their creative and business potential**
- **increasing participation in the arts**
- **placing arts, culture and creativity at the heart of learning**

We are the principal channel of public funding for the arts in Scotland and are independent from, but accountable to, the Scottish Executive.

We also distribute funds from the National Lottery to the arts in Scotland.

We provide information and advice, as well as funding.

Our business plan and a wealth of further information can be found on the Scottish Arts Council's website:

www.scottisharts.org.uk



Artistic Leadership

As time goes on, we want to evidence your expertise in, and achievement of, high quality. We want to know how this impacts across your sector, the arts in and outwith Scotland, and the wider community. We hope that you share this aspiration with us

Having a clear artistic vision that is communicated well, and understood by staff and supporters, will help to deliver that vision. A forward plan (business plan) should demonstrate a strong commitment and drive to achieving high quality in the work to be produced or presented. We are also interested in the ways in which you communicate this vision to the wider world and the ways you drive your organisation forward.

A confident organisation accepts that a disparate range of views is acceptable. We will be looking for evidence that demonstrates you are engaging in honest and rigorous assessment of your work, and holding open discussions with all stakeholders. We specifically require you to take account of the views of funders, including the evaluations that we commission. The same level of rigour and attention should be applied to artistic processes and outputs as to financial and trading issues.

The willingness of partners of significance to engage with you will constitute evidence that your work is regarded highly by your peers at home and abroad. The Scottish Arts Council encourages and

expects its Foundation Organisations to engage in national and/or international forums.

There is a section on equalities placed within Artistic Leadership, to emphasise the importance of equalities to your core business, and as a bridge to Public Engagement and Governance. A commitment to equalities and cultural diversity should be pervasive, and evident in everything you do. The diversity of our communities can be reflected in artistic programmes, audiences, board members and staff.

We require Foundation organisations to develop their own Equalities plans by the end of 2009. The Equalities plans will include an Action Plan indicating where you are now, and the specific actions you will take to determine how you integrate equalities into all operational activity. We intend to support you through this process. We will be rolling out a programme of support in this area over the next few years which respond to issues raised in your Equalities plans. We would strongly encourage organisations on Flexible funding to work towards an Equalities plans and are happy to advise on this.

The Scottish Arts Council is an advocate for the arts, and the work of arts organisations.

The Scottish Arts Council is recognised as leading the way for the arts community. As a development agency we broker new opportunities for artists and work in partnership with others, such as the

- Scottish Government
- Scottish Screen
- Local authorities (all 32)
- Learning Teaching Scotland
- Scottish Enterprise/HIE
- British Council
- National Galleries

The Scottish Arts Council Website

www.scottisharts.org.uk is a rich source of information on strategies for artforms, our Disability Equality Scheme, Equalities legislation and briefings, cultural diversity schemes and 'Taking Part' reports.

Business plans

Where to find out how to write a business plan:

www.culturalenterpriseoffice.co.uk

Our National Lottery Capital Programme has produced a useful document: *Guidelines for Preparing a Business Plan* which is available on our website.

International links/sources

We publish a monthly international newsletter and hold a list of international contacts on our website.

The British Council – www.britishcouncil.org/scotland

Visiting Arts – Promotes the Flow of International Arts into the UK – www.visitingarts.org.uk

IFACCA – International Federation of Arts Councils and Culture Agencies – www.ifacca.org

EUCLID – UK's official contact point for the EU's Culture and Europe for Citizens funding programmes – www.euclid.info/CultuEuro-Seminars.html

Equality

The Scottish Arts Council has a legislative duty as a public sector body to take a proactive approach in promoting equality of opportunity for disabled people. In our most recent figures, we have 6.4% staff who consider themselves to be disabled as well as those who have a culturally diverse background.

Useful resources

Getting There – a practical resource to support Scottish arts organisations in developing an inclusive approach in every aspect of their operations –

<http://www.scottisharts.org.uk/1/information/publications/1003364.aspx>

Get a Plan – a useful resource for arts organisations writing their Disability Equality Scheme by Jo Verrent – <http://www.getaplan.org.uk/>.

Scottish Government's equalities reporting –

<http://www.scotland.gov.uk/Topics/Statistics/scotstat/analystsnetwork/equaled>

State of the Nation Report, Disability in Scotland 2005-2020 – by the Disability Rights Commission –

http://83.137.212.42/sitearchive/drc/About_Us/drc_scotland/library/research/disability_in_scotland_2005_-.html

Commission for Equality and Human Rights (CEHR) – www.cehr.org.uk

Artistic Leadership

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS	EVIDENCE REQUIRED	OPEN QUESTIONS
		Artistic vision and leadership	1.1 The organisation has a clear artistic vision which is communicated clearly to all stakeholders (funders, audiences/participants, artists, and staff).	Current business plan, including clear aims in relation to a high-quality programme of work.	Does everyone in your organisation know your vision? Is artistic programming a strong, creative element within the business plan? Are aims and objectives clearly understood?
		Programme	1.2 Create and/or present a programme of work of high artistic quality.	Written Artistic Director's report for every board meeting. Evaluation of programme's success or otherwise as set out in the funding agreement, reflecting issues of artistic quality, views of stakeholders, and critical review, including Scottish Arts Council officers' and specialist advisors' evaluations.	Does the board/management group discuss artistic issues? Is the board confident in discussion? Does the programme meet its aims and objectives in terms of quality?
			1.3 The views of the stakeholders are formally evaluated and inform programme planning.	Discussion at the meeting with the Scottish Arts Council lead officer – see the funding agreement	Who is involved in discussions? What evaluation methods have you tried? What works best for your organisation, and why?
		National and/or international leadership	1.4 Partnership within and/or beyond Scotland is present within the programme.	Partner(s) role is acknowledged within publicity and other communications activity.	Who are your current partners? Have you agreed mutual objectives? How is/are the partnership(s) shaping up?
(only if relevant)			1.5 The organisation participates in recognised national and/or international forums.	Reputation and success of the organisation is reflected through critical review and/or recognised by national or international peers.	Have you received critical acclaim and/or recommendation from national/international peers? Have you been invited to speak about your practice and/or perform outwith Scotland? How is your reputation affecting your organisation?
		Equalities (see also 4. Compliance)	1.6 The organisation aims to develop and promote equality of opportunities and to ensure inclusion and accessibility to all services, employment, and the artistic programme.	Increased involvement and participation of under-represented groups. Business plan, including equalities scheme and policy.	Are your approaches working? What do you understand by accessibility? And is it improving? Are you up to speed with legislation?

Those organisations which do not present/create an artistic programme of work will be judged on their vision and business plan

Public Engagement



We have incorporated participation, audience development, marketing, education and learning work under the heading of Public Engagement.

We assume that every arts organisation has artistic, social and financial objectives, and is interested in how the process of public engagement is contributing to the achievement of these objectives

Artistic objectives demonstrate a commitment to ensuring that an audience is meaningfully engaged with work of the highest artistic quality. Social objectives demonstrate your commitment to maximizing audience numbers, broadening the range of people who engage with the work, and ensuring that audiences enjoy a high quality arts experience in the fullest sense. Financial objectives relate to maximizing income generation from ticket sales, sales of visual art or crafts, readership and/or membership, as well as creating opportunities for ancillary services that meet audience needs.

(Please note: the terms ‘audiences’ and ‘participants’ are used interchangeably and can mean members of the public who attend, visit, read, listen, view and participate in the arts, and/or who purchase works of art in any artform.)

- **Support and guidance in audience development is available centrally from the Scottish Arts Council’s Audience and Organisational Development Department, but also from local audience development agencies or posts, currently in Edinburgh (The Audience Business), Glasgow (Glasgow Grows Audiences) and the Highlands and Islands (HI-Arts). This includes tools such as Arts Council Area Profile reports (snapshots of potential audience behaviour in different areas of Scotland) and availability of funding to build capacity or run projects.**

Marketing is broadly an understanding of the needs of a target audience; delivering the relevant benefits of your work to them; and communicating appropriately. We expect organisations to take a strategic, long-term approach to marketing, and use a similar approach in marketing one-off projects. The different components of marketing are referred to as the marketing mix – the ‘4Ps’ – product, price, place and promotion. Communicating appropriately can mean using a range of marketing tools such as printed publicity materials, websites, distribution, direct mail, telemarketing and e-marketing.

One of the three corporate aims of the Scottish Arts Council is ‘to place the arts, culture and creativity at the heart of learning’. Successful arts education is an interactive process involving organisations, the artform and the public that results in change and progression for those involved. Education is a bridge between artform excellence and increased access and participation, and it is people-centred. Providing opportunities for learning and progressing in an artform or using an artform to address other, non-artistic outcomes are equally valid. In either case a high quality, strategic approach is required in order to benefit the participants and the organisation.

Following on from a three year pilot looking at how integration of education might be achieved within funded organisations and data collection/analysis of the education work of Foundation Organisations the LEARN fund was launched in 2008. Fifteen organisations were supported to develop their capacity to plan and deliver high quality education work during 2009/10.

The Scottish Arts Council recognises audience development as a planned and targeted management process which involves programming, education and marketing (underpinned by research and evaluation) working together to deliver an organisation's overall objectives.

We support Arts and Business (A&B) to provide training and advice to arts organisations www.aandb.org.uk/. In addition to being able to access subsidised board training, they have Professional Development Programmes including a Skills Bank and a Board Bank.

As part of our membership of the initiative Audience Data UK, we commissioned a range of guidance for organisations throughout the UK. The most relevant is the document Monitoring Audience Diversity) <http://www.a-m-a.org.uk/ADUKresources.asp> , by Orian Brook of Audiences London (now a freelance research manager Other guidance is available, depending on how advanced an organisation is with its current data collection.

There is a Data Exchange project being led by the Federation of Scottish Theatre in conjunction with GGA and TAB. Contact <http://www.scottishtheatres.com/>.

Visual arts organisations should refer to the publication Visual Arts Audiences in Scotland, commissioned by the Scottish Arts Council – <http://www.scottisharts.org.uk/1/information/publications/1004464.aspx>.

Useful weblinks

Glasgow Grows Audiences – www.gga4arts.co.uk/

The Audience Business – www.tab.org.uk/

HI-Arts – www.hi-arts.co.uk

The Scottish Arts Council website also has information on eg *Audience Development Strategy*, *Boost your Performance: Writing your Marketing Action Plan*, *Don't Panic: A Guide for Local Arts Promoters* –

<http://www.scottisharts.org.uk/1/information/publications/audiencedevelopment.aspx>

Evaluation Support Scotland works with voluntary organisations and funders so they can measure the impact of their work – <http://www.evaluationsupportscotland.org.uk/>

Education

Various education publications can be sourced from the Scottish Arts Council website such as: *Developing an Education Policy*, *Firing the Imagination* (how Scotland's arts organisations contribute to the delivery of the 3-18 curriculum), *National Youth Music Strategy* and *Creating Safety* (guidelines for child protection in the arts).

Other useful reading

A Stage Further by Imagineate – www.imagineate.org.uk/corporate/resources.php

Mission Unaccomplished by Mission, Models, Money – www.missionmodelsmoney.org.uk

Building Creative Capacities for the 21st Century by Unesco – <http://veerman.be/roadmap.pdf>

Providing the Best by Arts Council England – www.artscouncil.org.uk

Public Engagement

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS	EVIDENCE REQUIRED	OPEN QUESTIONS
	●	Understanding the audiences and/or participants	2.1 Audience information is used to inform overall planning and decision-making (eg in marketing, education, programming and general business planning).	Audience information is regularly collected and analysed on the number and composition of audiences as set out in the funding agreement.	<p>What is your target audience and why?</p> <p>Do you have information on potential audiences?</p>
	●	Marketing and communications	2.2 A long-term approach to marketing planning and implementation.	<p>A written marketing plan outlining the organisation's marketing objectives, measurable targets and communications activity is included in the overall business plan.</p> <p>The plan is sufficiently resourced to achieve the organisation's stated marketing objectives and targets.</p>	<p>Are you using the right marketing mix for your target audience?</p>
●	●	Engaging and developing audiences/participants	2.3 The artistic programme (see 1.2 page 5) is designed to engage and develop audiences and/or participants successfully.	<p>Quantitative data on audiences/participants is collected.</p> <p>Qualitative evaluation is undertaken with audiences/participants.</p>	<p>How do you gather information?</p> <p>Is the information you gather genuinely useful for you?</p>
			2.4 Interpretative material/activity is provided to support the artistic programme.	Education and learning programmes and communications activity.	<p>What do you and your audiences/participants think of the material?</p> <p>Is the material any good?</p>

Education and Learning

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS	EVIDENCE REQUIRED	OPEN QUESTIONS
	●	Integration of education and learning into the core business	2.5 A long-term, planned approach to education and learning is taken.	<p>A written education and learning plan outlining the organisation's education and learning objectives, measurable targets, and education and learning activity as well as associated budgets, are included in the organisation's overall business plan.</p> <p>Evaluation of the programme of work examines the extent to which objectives for education and learning are achieved, and is used to inform future planning.</p>	How do you use the artistic programme and focus to deliver a creative programme of learning?



Governance, Management and Finance

We recognise that arts organisations vary in structure, ranging from charities that are companies limited by guarantee, to one-person operations or operational units functioning within other organisations. The following guidance terms may require that you translate and interpret accordingly

Governance is an overarching responsibility and lies within the remit of the management board, or company directors, or management committee or trustees – those who are the guardians of the organisation’s values and its reputation. This group of individuals is broadly accountable to all of the organisation’s stakeholders (staff, funders, regulators, audience etc), as well as for planning the forward direction of the organisation. This group discharges all of its responsibilities largely through conducting meetings, usually planned on an annual cycle, where information may be presented by senior staff for consideration, discussion and/or decisions.

Quality governance requires that the management board pay attention to the checks and balances of the organisation (such as quarterly management accounts and forecasts of income), as well as thinking creatively about plans for the future. It requires due diligence with regard to legal matters and compliance issues, resources, and finance.

Arts organisations are legally obliged to report to regulatory bodies such as the Office of the Scottish Charity Regulator (OSCR) and Companies House (lodging annual accounts and reports). We look to organisations to maintain good practice in all areas of finance, governance and management. We do not expect the majority of our funded organisations to exceed any statutory reporting requirements. **However, for those organisations with income less than £90,000, we do require an accountant’s report.**

The evidence required in this section is largely the same as that we request at present: board papers, management accounts, audited accounts, business plans, etc. Further evidence will be negotiated with lead officers, working with you to identify internal papers that you create that might support the aim of good management and governance, such as an HR plan.

A well-run organisation with a supportive and responsible board allows space for artistic vision and quality work to be realised. By challenging ourselves to improve what we do and how we do it, we will hopefully raise and improve the standards of artistic quality and success: the overarching aim of the Quality Framework.

The Scottish Arts Council expects management boards to have:

- access to professional financial advice
- demonstrable evidence of probity (approval limits, risk register, financial scrutiny etc)
- active involvement in planning
- policies on reserves, pensions, equalities, etc.

Further information: *Care Diligence and Skill*, and *A Short Guide to Constitutions* can be found on the Scottish Arts Council website – www.scottisharts.org.uk

The Scottish Arts Council expects organisations to pay artists at appropriate levels. We encourage you to consider experience, track record and the nature of the project when setting rates of pay. Further guidance on appropriate terms and conditions can be found on –

www.musiciansunion.org

www.equity.org.uk

www.bectu.org.uk

Governance links

Good Governance – <http://www.ncvo-vol.org.uk/governanceandleadership.asp>

Treasury Green Book – http://www.hm-treasury.gov.uk/data_greenbook_index.htm

Financial Controls for Charities CC8 – This guidance sets out the basic internal financial controls which trustees need to consider

www.charity-commission.gov.uk/publications/cc8.asp

Charity Commission Good Governance Framework –

www.charity-commission.gov.uk/tcc/govframe.asp

Governance, Management and Finance

FLEX	FOUN	AREA OF ACTIVITY	CORE REQUIREMENTS	EVIDENCE REQUIRED	OPEN QUESTIONS
●	●	Board/management	3.1 All members of the board and the senior management team are responsible for Artistic, Audience, and where possible, Marketing and Education development, and are actively engaged in strategic planning and organisational review.	Schedule of meetings, agendas, plans, and minutes.	Does the board recognise the views of different stakeholders?
	●	Board	3.2 The board composition comprises an appropriate mix of skills and abilities to support the business of the organisation.	Open recruitment and renewal policy. Board development plan. Board membership. Annual Report.	Does the constitution contain information on how long board members remain in office? The % rotation in any 3 or 5 year period?
●	●	Board	3.3 The board plans and reviews financial performance regularly.	Annual budget, regular management accounts, audited annual accounts.	Is there an annual cycle of meetings scheduled?
	●	Board	3.4 The organisation is committed to increasing income from non-public sources, including trading.	Development/fundraising strategy and/or marketing strategy including trading, if appropriate, within business plan.	Who supports income generation?
	●	Management and staffing	3.5 Staff competence levels are maintained.	HR plan and staff appraisal system.	Are staff motivated?
			3.6 Support to individual artists.	Artists within the organisation and other artists linked with the organisation are provided with opportunities for professional development, evidenced through interview/observation.	Is it hard or easy to source good opportunities for professional development?
			3.7 Support to staff/board/volunteers etc.	Staff and volunteers have opportunities for continuous professional development, and there is a plan that corresponds with the organisation's vision and strategy.	Do staff and board members meet together occasionally?
			3.8 Staffing budgets are specified within the overall budget, and reviewed regularly.	Annual budget, board papers.	Are there any problems to be addressed and if so when?
			3.9 Remuneration packages and pension provisions are regularly reviewed within the context of staff experience and industry standards agreements.	Pay structures and pension strategy.	Are you meeting with industry standards for levels of pay? Do you regularly review your salary levels? Is a pension scheme available?

Compliance

Compliance with all relevant legislation and charities regulations (where appropriate) is expected. In particular, the obligations placed on directors by the various Companies Acts and Insolvency Acts must be adhered to

Summary guidance is outlined in our booklet *Care, Diligence and Skill* – www.scottisharts.org.uk/1/information/publications/1000877.aspx – but where directors are in any doubt about how to proceed in any situation, we recommend that you seek more specialist guidance from your professional advisors. You should also ensure that you do not commit or aid any act of discrimination rendered unlawful by equalities legislation.

Foundation Organisations are organisations with a distinctive and significantly unique role in relation to an artform, policy priority and/or place, funded by the Scottish Arts Council on a long-term basis (up to five years). There will be additional expectations on these organisations particularly in relation to quality and standards.

Organisations funded on a flexible basis – this allows for funding for the development and presentation of programmes of activity that are artistically driven; audience focused funding for the development and presentation of programmes that aim to maximise audience attendance; and funding for arts organisations which have a strategic role in the development of a key policy area or serve a particular community of interest.

The Scottish Arts Council, or any of its members, advisors or officers cannot in any way be held responsible for the affairs of your organisation.

Failure to comply with the legislative framework or to remain solvent will result in a reconsideration of any planned future funding.

Further links

Office of the Scottish Charities Regulator – www.oscr.org.uk

Companies House – www.companieshouse.gov.uk

Openness and accountability

For the purposes of the Freedom of Information (Scotland) Act 2002. The Scottish Arts Council is a Scottish public authority and any information held by us is potentially accessible by anyone making a Freedom of Information Request.

Further links

Scottish Information Commissioner – www.itspublicknowledge.co.uk

Key dates for Foundation and Flexibly funded Organisations for the 2009/10 financial year

Date	Activity
30 May 2009	Return completed 2007/08 Annual Returns to Lead Officers at the Scottish Arts Council, if continuing organisation
June 2009 (tbc)	Networking day
By end July 2009	Quarterly Management Accounts (and board papers)
June - September 2009	Annual review meeting with Scottish Arts Council for Foundation Organisations
By end October 2009	Quarterly Management Accounts (and board papers)
November 2009 (tbc)	Networking day
By end January 2010	Quarterly Management Accounts (and board papers)
By February 2010	Documentation required by Scottish Arts Council to begin negotiation of 2010/11 funding agreement
By 28 February 2010	Funding agreement in place
March 2010	Grants issue offer letter for organisation to sign
March/April 2010	Request for Annual Return form completion
April 2010	Release of 2010/11 funding, on receipt of signed offer letter
By end April 2010	Quarterly Management Accounts (and board papers)

At the Scottish Arts Council we aim to provide a prompt, helpful and high quality service and strive to ensure our operations are fair, open, accountable and effective. Our standards are set out in our Quality Service leaflet. We treat our customers with respect and our staff expect the same in return. We do not tolerate violence or verbal abuse.



Scottish **Arts** Council

Scottish Arts Council

12 Manor Place, Edinburgh EH3 7DD

Telephone 0131 226 6051

Facsimile 0131 225 9833

Help Desk 0845 603 6000 (local rate)

Typetalk please prefix number with 18001

E-mail help.desk@scottisharts.org.uk

Website www.scottisharts.org.uk

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