ENTERPRISE AND CULTURE COMMITTEE

17th Meeting, 2004 (Session 2)

Tuesday, 1 June 2004

The Committee will meet at 2 pm in the Debating Chamber, Assembly Hall, the Mound, Edinburgh

1. **Item in private:** the Committee will consider whether to take item 5 in private.

2. **Area Tourist Board Review:** the Committee will take evidence from:

   Philip Riddle, Chief Executive, VisitScotland

   Peter Lederer, Chairman, VisitScotland

   on the Area Tourist Board Review.

3. **Area Tourist Board Review:** the Committee will take evidence from Frank MacAveety, Minister for Tourism, Culture and Sport, on the Area Tourist Board Review.

4. **Community Arts Inquiry:** the Committee will consider its approach to the Community Arts Inquiry.

5. **Area Tourist Board Review:** the Committee will consider its approach to the Area Tourist Board Review.

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Simon Watkins
Clerk to the Committee
Room 2.7, Committee Chambers
Ext. 0131 348 5207

The following meeting papers are enclosed:

<u>Agenda Item 2</u>

Submission from VisitScotland   EC/S2/04/17/1

<u>Agenda Item 3</u>

Submission from Scottish Executive   EC/S2/04/17/2

<u>Agenda Item 4</u>

Community Arts Inquiry approach paper   EC/S2/04/17/3

**Enterprise and Culture Committee
Inquiry into the ATB Review**

VisitScotland's Written Submission

Introduction

VisitScotland welcomes the opportunity to contribute to the Enterprise and Culture Committee's consideration of the Scottish Executive's proposals for the new Scottish tourism network. While much of the detail on the future structure and operation of the network is yet to be agreed, it is hoped that this written submission, supplemented by the representations of Philip Riddle and Peter Lederer, will provide an insight into how the integration project will be rolled out over the coming months.

Context

Scottish tourism has successfully recovered from the challenges of 2001 and, with renewed confidence in the industry, is well placed to capitalise on predicted global growth rates of 4% per annum until 2020. However, the opportunities provided by this growth must be seen against the background of increased competition. Prior to 2001 Scotland was already beginning to lose market share in an increasingly competitive market place. Competition is becoming fiercer all the time and with the accession of 10 new countries to the European Union, the challenge has never been greater. These countries offer similar products to Scotland; they are easily accessible, particularly from our key markets such as the south east of England and mainland European countries; and they tend, in the majority of cases, to be cheaper destinations than Scotland.

Accordingly, if Scottish tourism is to maintain the momentum of recent years and to capitalise on the opportunities presented by global growth, it is essential that the industry is taken seriously: it needs high level commitment from government and sustained levels of investment, from both the public and private sectors, in marketing and in product and service quality. It also requires everyone pulling together in a co-ordinated manner. If these conditions are met, VisitScotland believes that the industry could achieve growth of 50% by 2015.

Ministerial Announcement

The Minister's announcement on 11 March is a clear indication of the high level commitment from the Scottish Executive to the tourism industry. The additional £17 million of marketing funding will allow VisitScotland to build on the successes of its current strategy, enabling us to penetrate existing markets more deeply and to consider new opportunities. The challenge to the private sector to match some of this funding is welcomed by VisitScotland. The future success of the tourism industry must not be determined by the public sector alone; the private sector has an equally, if not more, important

role to play. VisitScotland already works in partnership with a number of private sector businesses, including hotel groups and direct access carriers. We look forward to building on these relationships and extending our reach more widely to businesses which have perhaps not traditionally seen themselves as part of the tourism industry, e.g. retailers, the food and drink industry. Such relationships will be particularly important as we envisage future growth in tourism spend occurring across a much broader cross section of Scottish businesses than in the past.

Marketing is, however, only one part of the equation. Product and service quality are essential components of the tourism mix and strongly influence the propensity for repeat business and word of mouth marketing. VisitScotland therefore welcomes the additional £3 million directed to our Quality Assurance Schemes. The VisitScotland QA Schemes already have a deep penetration rate, with approximately 80% of known accommodation businesses participating. The additional funding will allow us to extend the scope of these schemes to include businesses not currently involved in QA, such as pubs and retailers. In addition, we are currently exploring the opportunity of including a training element to the QA schemes, with the aim of encouraging businesses to invest more in the training and development of their staff. VisitScotland can, however, only influence the quality agenda. Investment in product development and quality must come from the businesses themselves. Local authorities also have a key role to play not only as owners of visitor attractions but more widely in respect of delivering key services which impact on the visitor experience.

To support the increased investment in marketing and quality and to ensure the benefits thereof, it is essential that an effective delivery mechanism is in place both locally and nationally. Scottish Ministers concluded that Scottish tourism would be best served by a network of tourism hubs fully integrated with and accountable to VisitScotland. These hubs, which will replace the existing Area Tourist Boards (ATBs), will have responsibility for the delivery of the national tourism strategy in their area but will retain the ability to respond to local circumstances. VisitScotland supports the Executive's proposals for the new integrated network and looks forward to working with the Executive, the ATBs, COSLA, local authorities, the Enterprise Networks and, most of all, industry representatives, to shape it.

The New Scottish Tourism Network

Integration

The existing ATBs are independent statutory bodies which, by definition, have had a local focus and a concentration on responsibilities within geographical boundaries that are not based on consumer perceptions of Scotland. On the whole, the support mechanism is not integrated and is pulled in many – often inconsistent – directions. VisitScotland believes that an integrated network will allow for greater consistency between national and local priorities. Sharing of best practice will be much simpler and businesses across Scotland will be better placed to work jointly without the barriers of artificial boundaries.

While considerable effort is already going into joint working, an integrated network will greatly facilitate effective progress. With everyone pulling together in the same direction, Scotland will be better placed to deliver successfully the national Tourism Framework for Action and meet the competition head on.

A major benefit of integration will be the development of the gateway role of the major cities. VisitScotland recognises the importance of dispersing the benefits of 50% growth to rural Scotland. We believe that an integrated network will greatly assist the aim of dispersal. TICs will be better placed to promote all of Scotland and rural areas will benefit from gateways such as Edinburgh and Glasgow.

While delivery of national strategies will be a key focus of the new integrated network, there is clear recognition of the importance of retaining local diversity. Diversity is one of Scotland's strengths as a destination and local hubs will therefore retain powers to reflect local circumstances within the national framework. In agreeing local strategies there will be no "one size fits all" approach and partners, from both the public and private sectors, will continue to contribute to the shaping of local strategies. With an integrated network, where the hubs are part of a national organisation, there will also be an opportunity for local partners to contribute more to national strategies through their engagement with their hub.

Membership

Unlike ATBs, hubs will not be membership organisations; rather, businesses will enter into a commercial relationship with their local hub to buy services, such as Quality Assurance and marketing opportunities. VisitScotland welcomes the move to a more commercial relationship with businesses. While membership has facilitated industry engagement, it has also brought with it a number of disadvantages:

- a common membership platform has made it difficult for ATBs to tailor services to the specific needs of individual businesses
- the payment of an annual fee has been seen by some businesses as a substitute for marketing and has not them to tailor marketing to suit their own specific needs
- larger enterprises with interests straddling the borders of different ATBs have had to endure sometimes over-complicated arrangements, such as joining several ATBs
- a tendency to focus on accommodation providers as the only business involved in tourism

A more commercially based relationship will, we believe, give businesses a greater sense of ownership and responsibility in respect of the development of their own business. Buying into specific marketing opportunities, rather than the blanket approach provided through membership, will also allow them to tailor their marketing efforts more specifically to their particular needs. Loss of membership will also remove the barriers of working with other areas of

Scotland and will open up opportunities to businesses, both large and small, to think beyond their own geographic boundaries.

VisitScotland does recognise that abolition of membership does run the risk of reduced industry funding. A key deliverable from the integration project which has recently been set up will therefore be the identification of improved industry engagement channels. These channels will differ according to the needs of different areas. Possible examples include the development of Tourism Action Groups, local marketing groups or trade associations. Already there are excellent examples across Scotland of industry led groups and we would hope to develop and enhance these.

Local Authorities

VisitScotland recognises the vital role played by local authorities in the development of tourism. This role is not limited to core funding of ATBs but goes much wider, to include the delivery of key services which are integral to the whole visitor experience, e.g. transport infrastructure, planning, public realm, environmental policies. In addition, many local authorities are owners of visitor attractions. Although the funding mechanism will change, with local authorities buying services as negotiated through partnership agreements, VisitScotland envisages that local authorities will play an even greater role than at present in the development of both local and national tourism.

The partnership agreement will be the focal point of local authority engagement. Through this, the local authority will negotiate the priorities for the area and agree what services and joint initiatives it will fund. These services may include marketing campaigns and local information provision, e.g. TICs, but ultimately it will be for the local authority, in negotiation with VisitScotland, to agree what its funding will be spent on. For example, if a local authority determines that 100% of its funding should be spent in the local area, the partnership agreement will provide for that. It should be borne in mind, however, that the integrated network provides opportunities for local authorities to take a much broader view and contribute to national and international initiatives which will have an impact on their particular area.

Given the vital role that local authorities play in tourism, VisitScotland hopes that the partnership agreement will be viewed as a two-way agreement which extends beyond simply funding arrangements. We envisage partnership agreements covering the wider responsibilities of local authorities in relation to tourism and the overarching vision for tourism in the local area.

VisitScotland understands that local authorities have voiced concern about the lack of accountability under the new structure given that there will be no local boards. However, we believe that the partnership agreement will provide for greater accountability than under the current structure. The partnership agreement will set out key deliverables for all parties in a transparent manner with clear allocation of responsibilities. Through its relationship with VisitScotland, the local authority will be in a position to influence the local strategy and spending priorities, with these ultimately being

laid down in the partnership agreement. The VisitScotland hub manager will have to demonstrate clearly to the local authority that agreed deliverables and targets are being met or face the possibility of a reduction in funding in the future.

Integration Project

The Minister's announcement deliberately contained little detail of how the integrated network would operate. This will allow the various partners involved in tourism, from both the public and private sectors, the opportunity to shape and influence the new structure. VisitScotland welcomes this opportunity to make a constructive and key contribution to the new network.

Merging 16 organisations (VisitScotland, the 14 ATBs and Tourist Board Training Ltd) will, however, be a mammoth task. Accordingly, a change management project has been established. The project is being led by a Steering Board, chaired by the Tourism Minister, and supported by a Progress Group, led by the Scottish Executive. Membership of these groups is as follows:

Steering Board:
Frank McAveety MSP, Minsiter for Tourism, Culture & Sport (Chairman)
John Mason, Scottish Executive
Philip Riddle, VisitScotland
Robin Shedden, ATBs
Peter Taylor, tourism industry
Bill Spiers, STUC
John Downie, Federation of Small Businesses
Cllr Willie Dunn, COSLA

Project Progress Group:
John Brown, Scottish Executive (Chairman)
David Noble, Project Director
Jack Munro, ATBs
Alan Rankin, tourism industry
James Fowlie, COSLA

Supporting these groups, nine project areas have been identified and a task leader has been assigned, in consultation with VisitScotland and the ATBs, to lead each team, drawing upon industry and public sector experience and skills. The teams themselves are made up of a wide cross-section of people from ATBs, VisitScotland, trade bodies, tourism businesses and other partners such as the enterprise networks. David Noble, currently Chief Executive of the Highlands of Scotland Tourist Board, has been appointed as overall Project Director.

A major focus of the integration project will be the internal restructuring of the public sector support mechanism. However, given that one of the main deliverables of this project will be better industry engagement, there will be a clear need for extensive interaction between the project teams and tourism

businesses. A number of mechanisms will be used to this end, e.g. industry membership of project teams, establishment of an industry focus group, e-updates on scotexchange.net (the industry website), seminars and meetings.

Engagement with local authorities will also be key as the project progresses. COSLA is represented on both the Steering Board and the Progress Group and project teams are currently seeking nominations from COSLA for representatives to join their particular work streams. In addition, a series of meetings with local authorities is now underway, involving a team approach from the Scottish Executive, VisitScotland and the ATBs. These meetings represent the first stage in communication with local authorities, with further opportunities for engagement and specific negotiation being taken forward at a later stage.

The integration project is still very much in its early stages and much of the detail is yet to be discussed and agreed. However, it is hoped that through this managed and inclusive project based approach that all partners will be able to agree to and sign up to a new network which will deliver for the whole of Scotland, recognising local diversity within a national framework. With an integrated network in place, the aim must then be to work together to achieve the industry's ambition of achieving 50% growth by 2015.

ENTERPRISE AND CULTURE COMMITTEE: NEW TOURISM NETWORK

MEMORANDUM FROM MINISTER FOR TOURISM, CULTURE AND SPORT

Introduction

1.   The Scottish Executive welcomes the Committee's interest in the project to implement a new tourism network in Scotland. Tourism is one of Scotland's biggest business sectors, and its prosperity matters to a great many people throughout the country, including rural areas. It accounts for around 9% of all employment in Scotland – around 215,000 people work in a tourism-related job. In some rural areas, tourism employment is considerably higher than the national average (e.g. in Arran it accounts for about 80% of economic activity). Indirectly, the sector contributes towards the maintenance of considerably more jobs, since tourists spend more than £4.5bn per year in Scotland.

2.   This memorandum was written in the light of my Parliamentary Statement on 11 March, setting out the conclusions of the Ad Hoc Ministerial Group on Tourism, which was set up in the Summer of 2003. We did not wish to take up time by repeating the important matters covered in that statement, which should be read as an introduction to this memorandum. Rather, we seek to report on the background to, and early progress made with, the project to set up, by April 2005, a new and integrated tourism support network serving all of Scotland. The intention is that this network will build on the strengths of the existing Area Tourist Boards, but will be sufficiently flexible to meet the rapidly changing requirements of today's tourism market place.

An Integrated Network

3.   Members of the Committee will be aware that, as part of the Executive's review of the existing ATB structure, a consultation exercise was carried out. Over 300 responses were received; these are summarised at www.scotexchange.net/overview_of_atb_responses.pdf. Respondents had widely differing views about the future of the ATB structure, ranging from retention with additional funding to outright abolition. But one common theme from many respondents was the need to achieve better integration than is possible with 14 statutorily independent ATBs, each with their own Board. These respondents pressed the case for better integration both horizontally, across the structure, and vertically, with the national policies and strategies of VisitScotland. The Ministerial Group on Tourism agreed with this view, hence my announcement of the setting up of a new network of 14 tourism hubs, integrated with VisitScotland, to replace the existing ATBs.

4.   The setting up of the new network could have been regarded as an organisational change only (albeit a challenging one), with each ATB being replaced by a hub office of VisitScotland and carrying out a similar set of operations as previously. But to do so would have wasted a once in a lifetime opportunity to stand

back and think carefully about what functions will be required of the new tourism network in tomorrow's rapidly changing marketplace. Accordingly, we took the view that it would be wrong to be overly prescriptive from the outset about the roles and responsibilities of the new network. Instead, one of the first tasks of the project team is to develop a vision and strategy for the integrated network, including what is currently the VisitScotland HQ operation. We have been criticised by some stakeholders for not having used the extensive period of the ATB review to take decisions on these issues. But in our view, it would have been wrong to do so. Rather, in the initial phase of the project we wanted the project team itself, comprising large numbers of ATB and VisitScotland staff and others, to take a fresh look at what the detailed tourism support arrangements should be, and how they should be delivered.

5.   Having said that, there are several guiding principles which we have laid down:-

- The project is about integration, <u>not</u> centralisation;

- There is no "one size fits all" solution; we accept that tourism in some areas of Scotland is very different from tourism in others;

- We will take care not to throw out the baby with the bathwater; we want to retain and build on the strengths of the current structure (local tourism expertise, strong area partnerships etc) while adding the benefits of an integrated national network;

- We want to use the new network to ensure that the benefits of sustained growth of the tourism sector are spread throughout Scotland, especially the rural areas, as set out in our Partnership Agreement for a Better Scotland;

- Linked to the previous objective, we also want to use the network to better exploit the gateway role of the major cities.

<u>Project Structure</u>

5.   The project to introduce the new tourism network will be important to the industry, and is being led by the Executive. This memorandum does not describe the project arrangements in detail; that is a matter for VisitScotland. But they are complex, and will involve significant cultural change and a degree of risk. In terms of structure, 15 separate organisations will become one integrated network, while maintaining throughout the transition a service to tourism businesses, and the strong partnership links with tourism businesses, local authorities, the enterprise networks and other stakeholders that are a feature of the current set up.

6.   We recognise the crucial importance of taking the private sector's views on the new network fully into account; a complete project team has been tasked to do this. In addition, my officials are assembling a small group of influential tourism business people to act as a focus group/think tank as the project proceeds.

7.   We recognise also that the maintenance and indeed strengthening of local authority support for tourism at an area level is one key to the success of the new network. Local authorities currently provide around a quarter of overall ATB income and sit on ATB Boards. We have proposed that the new network will use detailed partnership agreements between each local authority and VisitScotland to specify and strengthen the involvement of local authorities in tourism in their areas. We and VisitScotland are now well through a programme of joint meetings with every local authority in Scotland to explain our plans and seek their continued support. The results so far have been very encouraging, with authorities anxious to engage with the new network to the benefit of tourism in their areas.

Frank McAveety   Scottish Executive
Minister for Tourism Culture and Sport   May 2004

Enterprise and Culture Committee

Meeting 1 June 2004

Community Arts Inquiry

Introduction

This paper sets out an approach to the Community Arts Inquiry. It seeks members' agreement on the approach. A full list of recommendations is at the end of the paper.

Background

On 4 May 2004 the Committee agreed a remit for an inquiry into Community arts as follows:

'To investigate the funding, organisation and policies relevant to community arts in the context of the overall strategy for the arts in Scotland.'

Specifically:

1. What are community arts delivering now?
2. What are the benefits and potential benefits of community arts?
3. Who is involved in community arts? Including:
   - to what extent is support for the community arts sector derived from the private and voluntary sectors?
   - are there some sectors/groups in society that have a greater degree of access to, or involvement in, community arts?
4. What actions are required to ensure that the benefits arising from community arts across a range of spheres (such as employability, community cohesion and the therapeutic benefits of arts in health and in particular mental health) are fully realised?
5. What barriers are there to securing full benefit for investment in community arts, and how can these be overcome?

Approach

Innovation

This subject area is one that particularly lends itself to a non-traditional approach for an inquiry. The approach set out in this paper is therefore quite different to that which has been taken in the past. It is proposed that, for the most part, there will be no formal evidence sessions, but that instead members will undertake informal, round-table discussions with the various interested parties. It is proposed that at least one of these should be held at a community arts venue. More details of the proposed approached are below.

Call for written evidence

It is proposed to issue a call for written evidence in mid-June, with a deadline of end-September. This should enable interested parties to gather views and make submissions. Given the nature of community arts, it is proposed to seek out and make use of as many sectoral networks as possible, to ensure that a wide range of views from practitioners, users and funders of community arts can be gathered**. It is proposed to ensure that the National Arts Companies are also invited to provide information about their work to stimulate arts activities in communities.**

Gathering oral evidence

Given the nature of this inquiry, it is proposed that the following might be an effective approach to gathering oral evidence:

Session 1: informal, external meeting with users and practitioners of community arts. Based onsite, for example at Craigmillar Community Arts Centre which has a long history of involvement in Community Arts. The aim of this session would be to explore the benefits of community arts to individuals and communities, and to identify barriers to development.

Session 2: informal round-table discussion in Parliament with Community Arts development agencies/umbrella bodies, such as Voluntary Arts Scotland, Scottish Community Drama Association, VOCAL (the local authority network for community arts officers), National Arts Companies etc. The aim of this session would be to gather the views of those delivering and facilitating community arts on benefits and barriers.

Session 3: informal round-table discussion in Parliament with fundraisers and corporate sponsors of community arts, eg Bank of Scotland, Head of Fundraising at the Gallery of Modern Art, etc, and with public funders including COSLA, the Scottish Arts Council and development agencies. The aims of this session would be: to explore the nature and extent of corporate sponsorship/funding and charity donations in and around community arts, with a view to identifying creative funding routes; and to explore the links between public and private arts investment; and to explore the links between arts and regeneration. Annex A shows the current funding per capita and as a proportion of spend for each local authority; it is proposed that a 'high-spend', 'medium-spend' and 'lower-spend' authority be invited to give evidence at this session.

Session 4: formal evidence session with the Minister for Tourism, Culture and Sport. The Cultural Commission is due to submit an interim report to Ministers in October 2004, and members may consider that this would be an appropriate time to invite witnesses from the Commission as well as the Minister to give evidence.

Case studies

It is proposed to hold a number of case study visits to various Scottish locations to meet users and practitioners of community arts. **Members are invited to identify suitable locations.**

Research

SPICe will prepare a research paper setting out the available data on community arts in Scotland.

External links

1) **Cultural Commission**

It is proposed that the Committee submit its report to the Cultural Commission **Members are invited to consider whether they wish to invite the Culture Commission to give evidence in the course of the inquiry.**

2) **Equal Opportunities Committee**

The Equal Opportunities Committee is shortly to undertake a major inquiry into removing barriers and creating opportunities for disabled people. The inquiry is likely to take the form of a number of themes one of which will be arts and leisure; it is possible that this Community Arts inquiry may bring up issues of interest to the Equal Opportunities Committee in this context. **Members are invited to agree to submit the final report to the Convener of the Equal Opportunities Committee.**

Timescales

As outlined above, it is proposed to issue a call for evidence in June. Evidence sessions would begin in September 2004. **It is proposed that the first meeting in September 2004 should be the first session outlined above, and that it should take place outwith the Holyrood campus.**

Recommendation

Members are invited to:

1) **agree to issue a call for written evidence in mid-June via a press release and various community arts networks;**

2) **agree to the approach set out above for gathering oral evidence;**

3) **agree to seek appropriate authorisations for up to three case study visits to community arts venues;**

4)   identify potential locations for case study visits and agree to delegate authority to the Convener to seek the necessary approvals;

5)   agree to delegate authority to the Convener to make arrangements to recompense witnesses under the Parliament's Witness Expenses Scheme, as appropriate;

6)   agree whether to invite the Cultural Commission to give evidence as part of the inquiry;

7)   agree to submit a copy of the final report to the Equal Opportunities Committee;

8)   agree to seek an external venue in which to hold the first Committee meeting in September 2004, and to delegate authority to the Convener to seek the necessary approvals;

9)   agree to undertake consideration of a draft report in private.

Alasdair Morgan
Convener

Spending on Museums and Art Galleries, Theatre and Entertainment by Local Authorities, 2003-04, £'000				
Local Authority	Museums and Art Galleries	Theatre & Entertainment	Total	Total Budget	%of Budget
Aberdeen City	2,983	4,476	7,459	350,217	2.13
Aberdeenshire	1,470	368	1,838	376,907	0.49
Angus	553	422	975	183,646	0.53
Argyll & Bute	60	40	100	186,486	0.05
City of Edinburgh	2,519	2,467	4,986	755,546	0.66
Clackmannanshire	65	630	695	82,008	0.85
Dumfries & Galloway	1,488	694	2,182	267,713	0.82
Dundee City	2,918	399	3,317	280,588	1.18
East Ayrshire	625	704	1,329	206,214	0.64
East Dunbartonshire	447	913	1,360	177,231	0.77
East Lothian	202	777	979	152,166	0.64
East Renfrewshire	154	155	309	146,809	0.21
Eilean Siar	264	127	391	93,800	0.42
Falkirk	1,246	1,521	2,767	238,899	1.16
Fife	1,137	3,124	4,261	583,811	0.73
Glasgow City	12,096	2,390	14,486	1,291,843	1.12
Highland	1,013	328	1,341	413,439	0.32
Inverclyde	262	358	620	164,146	0.38
Midlothian	223	16	239	139,996	0.17
Moray	241	53	294	146,286	0.20
North Ayrshire	674	848	1,522	243,200	0.63
North Lanarkshire	2,381	1,458	3,839	549,036	0.70
Orkney Isles	312	17	329	55,489	0.59
Perth & Kinross	783	782	1,565	230,294	0.68
Renfrewshire	948	1,255	2,203	307,671	0.72
Scottish Borders	975	510	1,485	194,664	0.76
Shetland Isles	390	0	390	76,650	0.51
South Ayrshire	414	1,179	1,593	194,653	0.82
South Lanarkshire	4,003	1,019	5,022	508,129	0.99
Stirling	251	1,172	1,423	156,306	0.91
West Dunbartonshire	213	97	310	186,318	0.17
West Lothian	172	394	566	262,102	0.22
Scotland	**41,482**	**28,693**	**70,175**	**9,202,263**	**0.76**
Source: CIPFA Rating Review : Estimates of Income and Expenditure 2003-04					

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Spending on Museums and Art Galleries, Theatre and Entertainment by Local Authorities, 2003-04 - % of Total Revenue Expenditure	
Local Authority	% of Revenue Expenditure
Aberdeen City	2.13
Dundee City	1.18
Falkirk	1.16
Glasgow City	1.12
South Lanarkshire	0.99
Stirling	0.91
Clackmannanshire	0.85
South Ayrshire	0.82
Dumfries & Galloway	0.82
East Dunbartonshire	0.77
Scottish Borders	0.76
Scotland	**0.76**
Fife	0.73
Renfrewshire	0.72
North Lanarkshire	0.70
Perth & Kinross	0.68
City of Edinburgh	0.66
East Ayrshire	0.64
East Lothian	0.64
North Ayrshire	0.63
Orkney Isles	0.59
Angus	0.53
Shetland Isles	0.51
Aberdeenshire	0.49
Eilean Siar	0.42
Inverclyde	0.38
Highland	0.32
West Lothian	0.22
East Renfrewshire	0.21
Moray	0.20
Midlothian	0.17
West Dunbartonshire	0.17
Argyll & Bute	0.05
Source: As Above	

Spending Per Head on Museums and Art Galleries, Theatre and Entertainment by Local Authorities, 2003-04, £	
Local Authority	Spending Per Head (£)
Aberdeen City	35.64
Glasgow City	25.09
Dundee City	23.01
Falkirk	19.01
Shetland Isles	17.78
Orkney Isles	17.13
South Lanarkshire	16.62
Stirling	16.52
Eilean Siar	14.92
Dumfries & Galloway	14.81
Clackmannanshire	14.50
South Ayrshire	14.27
Scotland	**13.88**
Scottish Borders	13.83
Renfrewshire	12.81
East Dunbartonshire	12.67
Fife	12.15
North Lanarkshire	11.95
Perth & Kinross	11.58
North Ayrshire	11.22
City of Edinburgh	11.13
East Ayrshire	11.10
East Lothian	10.79
Angus	9.02
Aberdeenshire	8.09
Inverclyde	7.42
Highland	6.44
West Lothian	3.54
East Renfrewshire	3.45
Moray	3.39
West Dunbartonshire	3.34
Midlothian	2.97
Argyll & Bute	1.10
Source: As Above	