



Curators of Cultural Enterprise

Other Palgrave Pivot titles

Thomas Kaiserfeld: **Beyond Innovation: Technology, Institution and Change as Categories for Social Analysis**

Dirk Jacob Wolfson: **The Political Economy of Sustainable Development: Valuation, Distribution, Governance**

Twyla J. Hill: **Family Caregiving in Aging Populations**

Alexander M. Stoner and Andony Melathopoulos: **Freedom in the Anthropocene: Twentieth Century Helplessness in the Face of Climate Change**

Christine J. Hong: **Identity, Youth, and Gender in the Korean American Christian Church**

Cenap Çakmak and Murat Ustaoglu: **Post-Conflict Syrian State and Nation Building: Economic and Political Development**

Richard J. Arend: **Wicked Entrepreneurship: Defining the Basics of Entrepreneurology**

Rubén Arcos and Randolph H. Pherson (editors): **Intelligence Communication in the Digital Era: Transforming Security, Defence and Business**

Jane Chapman, Dan Ellin and Adam Sherif: **Comics, the Holocaust and Hiroshima**

AKM Ahsan Ullah, Mallik Akram Hossain and Kazi Maruful Islam: **Migration and Worker Fatalities Abroad**

Debra Reddin van Tuyl, Nancy McKenzie Dupont and Joseph R. Hayden: **Journalism in the Fallen Confederacy**

Michael Gardiner: **Time, Action and the Scottish Independence Referendum**

Tom Bristow: **The Anthropocene Lyric: An Affective Geography of Poetry, Person, Place**

Shepard Masocha: **Asylum Seekers, Social Work and Racism**

Michael Huxley: **The Dancer's World, 1920–1945: Modern Dancers and Their Practices Reconsidered**

Michael Longo and Philomena Murray: **Europe's Legitimacy Crisis: From Causes to Solutions**

Mark Lauchs, Andy Bain and Peter Bell: **Outlaw Motorcycle Gangs: A Theoretical Perspective**

Majid Yar: **Crime and the Imaginary of Disaster: Post-Apocalyptic Fictions and the Crisis of Social Order**

Sharon Hayes and Samantha Jeffries: **Romantic Terrorism: An Auto-Ethnography of Domestic Violence, Victimization and Survival**

Gideon Maas and Paul Jones: **Systemic Entrepreneurship: Contemporary Issues and Case Studies**

Surja Datta and Neil Oschlag-Michael: **Understanding and Managing IT Outsourcing: A Partnership Approach**

Keiichi Kubota and Hitoshi Takehara: **Reform and Price Discovery at the Tokyo Stock Exchange: From 1990 to 2012**

Emanuele Rossi and Rok Stepic: **Infrastructure Project Finance and Project Bonds in Europe**

palgrave▶pivot

Curators of Cultural Enterprise: A Critical Analysis of a Creative Business Intermediary



Philip Schlesinger

University of Glasgow, UK

Melanie Selfe

University of Glasgow, UK

and

Ealasaid Munro

University of Glasgow, UK

palgrave
macmillan



© Philip Schlesinger, Melanie Selfe and Ealasaid Munro 2015
Softcover reprint of the hardcover 1st edition 2015 978-1-137-47887-0
All rights reserved. No reproduction, copy or transmission of this
publication may be made without written permission.

No portion of this publication may be reproduced, copied or transmitted
save with written permission or in accordance with the provisions of the
Copyright, Designs and Patents Act 1988, or under the terms of any licence
permitting limited copying issued by the Copyright Licensing Agency,
Saffron House, 6–10 Kirby Street, London EC1N 8TS.

Any person who does any unauthorized act in relation to this publication
may be liable to criminal prosecution and civil claims for damages.

The authors have asserted their rights to be identified as the authors of this work
in accordance with the Copyright, Designs and Patents Act 1988.

First published 2015 by
PALGRAVE MACMILLAN

Palgrave Macmillan in the UK is an imprint of Macmillan Publishers Limited,
registered in England, company number 785998, of Houndmills, Basingstoke,
Hampshire RG21 6XS.

Palgrave Macmillan in the US is a division of St Martin's Press LLC,
175 Fifth Avenue, New York, NY 10010.

Palgrave Macmillan is the global academic imprint of the above companies
and has companies and representatives throughout the world.

Palgrave® and Macmillan® are registered trademarks in the United States,
the United Kingdom, Europe and other countries.

ISBN: 978-1-137-47888-7 PDF

ISBN 978-1-349-55781-3 ISBN 978-1-137-47888-7 (eBook)

DOI 10.1057/9781137478887

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

www.palgrave.com/pivot

Contents

Acknowledgements	vi
List of Abbreviations	vii
1 Researching Cultural Enterprise Office	1
2 Nation, State and Creative Economy	10
3 Origins and Development of CEO	38
4 Organisational Values and Practices of Support	61
5 Future-Proofing CEO?	81
6 Where Next for Cultural Business Support?	104
Appendix	113
Bibliography	119
Index	129

Acknowledgements

We are indebted to the indispensable and generous help given by the staff and board of Cultural Enterprise Office, in particular Deborah Keogh, Bob Last and Fiona Pilgrim. We are also extremely grateful to Kirsten Beaton, Soizig Carey, Keith Charters, Fiona Chautard, Jacqui Corcoran, David Culbert, Alice Dansey-Wright, Sally Johnston, Lynn Morrison, Louise Murphy, Natalie Neil, Lynne O’Neil, Lowri Potts, Andy Robertson, Carol Sinclair, David Smith, Alison Stockwell, Sandy Thomson, Helen Voce and Isla Wood, and all the other staff who tolerated us so graciously.

Our thanks are also due to the specialist advisers and CEO clients who gave us their time so willingly.

Others who prefer not to be named have also helped us, and we are grateful to them for their co-operation. In the book, we have named only those CEO staff members who were involved in our initial discussion in setting up the study.

‘Supporting creative business: Cultural Enterprise Office and its clients’ was supported by the UK Arts and Humanities Research Council, grant reference: AH/K002570/1. The authors gratefully acknowledge the AHRC’s support for this research.

List of Abbreviations

AHRC	Arts and Humanities Research Council
CCA	Centre for Contemporary Arts
CCPR	Centre for Cultural Policy Research
CCS	Cultural and Creative Sectors
CEO	Cultural Enterprise Office
CIDS	Creative Industries Development Service
CIFAIG	Creative Industries Framework Agreement Implementation Group
CISP	Creative Industries Skills Partnership
CRM	Client Record Management
COSLA	Convention of Scottish Local Authorities
DCMS	Department for Culture, Media and Sport
EC	European Commission
EU	European Union
GDP	Gross Domestic Product
GNP	Gross National Product
GVA	Gross Value Added
HIE	Highlands and Islands Enterprise
IP	Intellectual Property
IT	Information Technology
NESTA	National Endowment for Science, Technology and the Arts
Ofcom	Office of Communications
PDP	Professional Development Programme
RD1st	Relational Dynamics First
SCIP	Scottish Creative Industries Partnership
SDS	Skills Development Scotland
SNP	Scottish National Party
UK	United Kingdom

UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNCTAD	United Nations Conference on Trade and Development