

*S*èis rois

Business Plan 2018 - 2021



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Business Plan 2018 - 2021

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Fèis Rois enables people of all ages to access, participate in and enjoy the traditional arts through a diverse programme of activities in Ross & Cromarty, across Scotland and beyond.

Based in Ross & Cromarty, Fèis Rois is widely recognised as a national leader in the arts, particularly in music education. The organisation aims to give young people and lifelong learners the opportunity to experience and engage with traditional music and Gaelic culture in a manner which supports them in developing their social skills and inspires them to reach their full potential.

In recent years, Fèis Rois has shown itself to be resilient, adaptable and responsive both to the environment in which it operates and to the needs of its audiences. Fèis Rois can evidence a trajectory of steady growth with its annual turnover increasing as follows:

2010	£380,000
2012	£513,098
2014	£660,307
2016	£823,261

The organisation has successfully increased its earned income from 36% of its total income in 2010 to more than 50% of its total income in 2016. The economic impact of Fèis Rois extends well beyond this. If we take Fèis Rois Inbhich (The Adult Fèis) as only one example, this 3-day event contributes approximately £60,000 to the economy of the small village of Ullapool. Many of the participants at this event come from other parts of Scotland, the UK, Europe and further afield, and they bring a significant amount of money into the local economy.

In 2015/16, Fèis Rois engaged with 940 professional musicians, artists and creative practitioners:

- **55% (£471,111)** of the organisation's total expenditure **went directly to artists;**
- **638 artists** and creative practitioners secured paid work through Fèis Rois projects (**equivalent to 19 full time jobs**);
- **302 artists** benefitted from free training and continued professional development opportunities offered by Fèis Rois.

Central to Fèis Rois's activity remains its annual programme of residential fèisean (music schools or festivals). These fèisean bring people together to learn and develop skills in traditional music, as well as exploring a range of other art forms and the Gaelic language. The residential fèisean are supported by a busy year round programme of music making activities in both the formal and informal education sectors.

The year round programme for the period 2018 – 2021 will include 6 key strands of work:

- **Strengthening Communities**
A wide range of music making and traditional arts activities taking place after school, at weekends, during holidays and in the evenings for both young people and adults
- **Creative Learning**
Projects taking place in early years settings, primary schools, secondary schools, special schools, and in partnership with further and higher education institutions, Local Authorities and others
- **Excellence and Experimentation**
New commissions, touring, showcasing, recording, and the development of Fèis Rois' acclaimed Ceilidh Trail project
- **Strategic Partnerships**
Fèis Rois shares Creative Scotland's ambition that places and quality of life are transformed through the arts and, as such, will continue to lead on the development of both the Highland Youth Music Forum (www.highlandyouthmusic.org.uk) and the Highland Youth Arts Hub (www.hyah.co.uk), as well as working with partners under the umbrella of 'Creative Ullapool' (www.creativeullapool.com). In addition, Fèis Rois will work with key partners across education, health and justice, as well as the arts, creative industries and youth sectors.
- **International Projects**
In addition to partnerships with many organisations in the UK (EFDSS, TRAC, Cambridge Folk Festival and others) and Europe (primarily in Ireland, France, Ukraine and Romania), Fèis Rois works closely with the National Celtic Festival in Australia and Celtic Colours in Canada. Fèis Rois recognises that Scotland is a distinctive creative nation and will deliver a number of projects that connect Scotland's artists internationally.
- **Training and Professional Development**
Fèis Rois recognises the need to have a diverse, skilled and connected leadership and workforce in the arts and creative industries both in the Highlands and nationally across Scotland. As such, the organisation will continue to offer an extensive year-round programme of training, mentoring and paid apprenticeships and internships for young people, artists, learning providers and creative individuals.

History and Background

In 1986, Fèis Rois was the second Fèis to be established in Scotland. The first Fèis, Fèis Bharraigh, was held on the Isle of Barra in 1981. Christine Martin, a strings instructor from Ross-Shire, attended the Fèis in Barra with her family and, when she returned home, she suggested to colleagues that a similar project should be developed in Ross & Cromarty.

Around 50 young people attended the first residential Fèis Rois event in 1986. 30 years later in 2015/16, 9,345 individuals took part in Fèis Rois activities!

There are now more than 40 fèisean in communities across Scotland. However, Fèis Rois is unique within the fèisean movement as it has a team of full-time staff who enable the work of Fèis Rois to take place year-round and extend well beyond the local community. Unlike the other Fèisean, which were established as small independent grassroots charities by volunteers in the community, Fèis Rois started its life as a project of Ross & Cromarty District Council (now Highland Council), so it has always had the support of the Local Authority and paid staff.

As more small grassroots fèisean started to emerge across the Highlands and Islands in the late 1980s, it was clear that the volunteers running these tuition festivals needed support, and Fèisean nan Gàidheal was established in 1991 as the independent umbrella association of the Fèis movement. It is a membership organisation that offers a range of services to its members including grant-aid, training, insurance, and instrument loans, as well as ensuring that freelance artists teaching at any of the Fèisean go through the PVG process.

Along with several key strategic traditional arts organisations in Scotland (TRACS, Traditional Music Forum, Hands Up For Trad, Celtic Connections, etc), Fèis Rois and Fèisean nan Gàidheal work closely together, and the work of all of these organisations is complementary rather than competitive. One key difference between the work of Fèis Rois and that of Fèisean nan Gàidheal is that Fèisean nan Gàidheal supports grassroots members who work exclusively with young people whereas the work of Fèis Rois reaches people of all ages.

Those involved in establishing the early fèisean were concerned that the traditional songs, music and dance in areas of the Highlands and Islands were fast disappearing and that there were limited opportunities for children to learn those art forms. Today, Fèis Rois provides opportunities for thousands of young people and adults to learn skills in the traditional arts, as well as encouraging cross art form collaboration, innovative contemporary practice and the use of digital technology. Many of those who participated in the first Fèis Rois workshops have now gone on to carve out very successful careers in the Scottish music industry and they regularly return to teach the next generation of young musicians coming through Fèis Rois, and so the cycle continues.

Looking to the Future

In recent years, Fèis Rois has gone through a period of reorganisation and consolidation that has led to a period of steady growth. Key achievements include:

- Securing £400,000 from Creative Scotland for the period 2014-2016 to establish a new Youth Arts Hub for the Highlands, which continues to develop into 2017 and beyond;
- With initial support from the Big Lottery, piloting an innovative lifelong learning project that now continues as a self-sustaining project;
- Securing contracts from several Local Authorities, including Aberdeenshire, Angus, Dumfries & Galloway and North Lanarkshire, to support the delivery of the Scottish Government's P7 Youth Music Initiative target;
- Nurturing creativity, talent and ambition, and supporting cultural tourism, by establishing a National Ceilidh Trail for Scotland;
- Commissioning new music that has gone on to have an international profile;
- Ensuring that the Highlands continues to be recognised as a globally distinctive, culturally rich and successful creative region by establishing innovative international partnerships;
- Supporting the first Community Arts Management Creative Apprenticeships and continuing to provide apprenticeships, placements, and youth employment opportunities in the Highlands.
- Addressing equality, diversity and inclusion, particularly through the development of a number of successful new projects to provide pathways for young people with additional support needs to participate in the traditional arts;

During the three-year period 2018 – 2021, Fèis Rois will focus on:

- Delivering a traditional arts education programme locally, regionally, nationally & internationally;
- Providing opportunities for young people and professional artists to perform, compose, experiment and create;
- Utilising digital technology to provide new mechanisms for the distribution and learning of traditional music.
- Developing new and existing partnerships and collaborative projects at a local, regional, national and international level;
- Continuing to widen the demographic range of, and access for, participants and audiences to the programme of activities;
- Developing new training and professional development opportunities for young people, artists, creative individuals and learning providers, and linking to national initiatives, including ArtWorks;

Funding permitting, this Business Plan represents an exciting and challenging programme of work that will see Fèis Rois continue to be recognised as a leading provider of traditional music and youth arts activity in Scotland, delivering a broad range of high quality work. Throughout the duration of the plan, Fèis Rois will continue to advocate nationally for the role that traditional music and Gaelic culture can play in enabling creativity to flourish and play a part in the life of everyone who lives in, works in or visits Scotland.

Management Structures

Fèis Rois is a company limited by guarantee (SC123137) and a charity registered with the Office of the Scottish Charity Regulator (SC017647). The company is overseen by the Board of Directors who meet four times each year. Operational management of the company is undertaken by the Ceannard (Chief Executive Officer). The Chief Executive oversees all aspects of the creative and business management. The office base of Fèis Rois is 16/17 High Street, Dingwall, Ross-shire, IV15 9RU.

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Thanks to Fèis Rois, I have discovered how much fun it is to play music with other people. When I started going to the Tulloch Castle session I could barely read music or string more than two notes together at a time. But so many people - Bob Massie and lots of the other players in the group - did so much to encourage me, that now I almost have withdrawal symptoms if I can't play my mandolin every day! I was written off in a primary school report as 'tone deaf and pitch weak' so it has been a delightful surprise to find out, in my fifties, that I do have a few musical bones in my body. And, as a newcomer to the area, joining the Tulloch Castle session has been a great way to get to know a lot of people, and to start participating in some community events by playing in care homes, at Rotary Club events and so on.

Anne Shade, Lifelong Learner

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Vision and Purpose



Mission

Fèis Rois creates transformative opportunities for people of all ages to celebrate and engage with the traditional arts and Gaelic language.

Vision

To promote excellence and encourage participation in all aspects of the traditional arts, including supporting creativity, innovation and contemporary practice in Ross & Cromarty, Scotland and beyond.

Aims

1. To provide excellent learning experiences and performance opportunities in the traditional arts and Gaelic culture;
2. To inspire and empower communities and people of all ages and backgrounds to achieve their full potential;
3. To enable each Fèis Rois participant to be a successful learner, a confident individual, a responsible citizen and an effective contributor;
4. To advocate for the widest access to the traditional arts;
5. To provide professional pathways and a clear ladder of progression for musicians, traditional artists and creative people;
6. To foster a safe and secure environment in line with best practice;
7. To ensure that the organisation remains fit for purpose as the environment in which it works changes and develops;
8. To promote Scotland's unique traditional arts on an international platform whilst making cultural connections throughout the world.
7. To ensure the sustainable future of the organisation through the progressive involvement and development of participants, families, artists, volunteers and communities;
8. To improve public awareness of Fèis Rois;
9. To secure the long term financial future of Fèis Rois;
10. To have policies and procedures in place relevant to a charity working with young people, vulnerable adults and others;
11. To maintain acceptable standards of governance in line with statutory bodies and principal funders;
12. To work in an environmentally sustainable manner;
13. To develop and enhance the use of digital technology;
14. To contribute to the National Plan for Gaelic through the promotion and use of the Gaelic language, its music, culture and traditions.

Objectives

1. To deliver a traditional arts education programme locally, regionally, nationally & internationally;
2. To provide opportunities for young people and professional artists to perform, compose, experiment and create;
3. To build and develop local, regional, national and international partnerships that maximise mutual benefits and help to create an ecology in which artists and creative people thrive;
4. To contribute to the development of a diverse and skilled sector through the delivery of targeted training for musicians, artists, organisations and creative people;
5. To provide employment opportunities for professional artists, creative individuals and young people, and to contribute significantly to the economy of the Highlands and Scotland;
6. To widen the demographic range of, and access for, participants and audiences to the programme of activities;

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Strategic and Artistic Plan 2018 - 2021

Fèis Rois has set out an innovative and ambitious plan of work for the period 2018 – 2021. The work is divided into six areas with four cross cutting themes. The six areas of work are:

1. Strengthening Communities
2. Creative Learning
3. Excellence and Experimentation
4. Strategic Partnerships
5. International Projects
6. Training and Professional Development

The four cross cutting themes are:

1. Gaelic
2. Equalities, Diversity and Inclusion
3. Digital
4. Environment

Underpinning all of this work is collaboration. Fèis Rois delivers its programmes in collaboration with local, regional, national and international partners.

Although the work is divided across six areas, these areas complement each other and enable a clear progression route for those engaging in Fèis Rois activities.

For example, a young person might initially engage with Fèis Rois through a workshop at school (Creative Learning), which sparks an interest and leads them to take part in weekly classes and the residential fèisean (Strengthening Communities). This then leads to The Ceilidh Trail (Excellence & Experimentation) and onto international collaborative projects (International Projects). Throughout this journey, this young person will be engaging with the Highland Youth Music Forum (Strategic Partnerships) and participating in mentoring, training and work placement opportunities (Training and Professional Development). Ultimately, the young musician returns to teach for Fèis Rois. This is a journey that has been taken by a number of established musicians now working in the Scottish music industry, including Mairearad Green, Fraya Thomsen, Lauren MacColl and John Somerville to name but a few.



OBJECTIVES

COMPONENTS OF OBJECTIVES

18/19 19/20 20/21 OUTCOMES

1.2 - CREATIVE LEARNING

Working in partnership with learning providers, local government, national government, and other partners, Fèis Rois will deliver:

- The Youth Music Initiative in primary schools in a minimum of 3 Local Authority areas in Scotland (subject to continuation of funding)
- A new strategy for delivering traditional music education in Early Years settings and a programme of work across Scotland
- Bespoke projects to engage young people with additional support needs and clear pathways for progression in creativity and music
- An annual residential fèis for young people with additional support needs
- Innovative traditional music projects that raise awareness of the value of traditional music within learning and teaching in secondary schools. All projects aligned with CfE
- Accredited placement opportunities for further and higher education students

Fèis Rois will continue to develop digital resources in traditional music for teachers and learners, including:

- Fèis Rois will continue to develop digital resources in traditional music for teachers and learners, including: Developing the recently launched Fèis Rois education website www.feisroisfoghlam.org
- Building on the digital lessons and resources already available at www.youtube.com/feisrois

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Creative Learning underpins every aspect of Fèis Rois' work. However, this particular strand of work in the 2018 – 2021 Business Plan focuses on the formal education sector.

New pathways are established for participation in creative activities, including routes for young people with additional support needs

Learning providers have an increased awareness of the value of the traditional arts and creativity within learning and teaching in Curriculum for Excellence

Learning providers have an increased awareness of the role of music and the arts in closing the attainment gap.

1.3 - ACCREDITATION & EVALUATION

Fèis Rois will:

- Place young people at the centre of its work and empower young people to contribute meaningfully to the organisation by ensuring youth representation on the Board of Directors
- Recognise the contribution and achievements of young people by supporting them to gain recognised accreditation through the Arts Award and other appropriate schemes
- Continuously evaluate activities to ensure they meet the needs of all stakeholders

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Young people are involved in decision making and are placed at the centre of all Fèis Rois activity

More young people are gaining nationally recognised awards for their achievements in the arts and creativity

2.1 - EXCELLENCE & EXPERIMENTATION

Fèis Rois will:

- Provide outstanding young musicians with the opportunity to participate in a Ceilidh Trail across Ross-Shire
- Provide outstanding young musicians with the opportunity to participate in a National Ceilidh Trail across Scotland
- Work in partnership with local, national and international partners, including Blas Festival (local), Aberdeen International Youth Festival (national), Cambridge Folk Festival (UK) and the National Celtic Festival in Australia (international) to provide a wide range of performance opportunities for young musicians, lifelong learners and professional artists
- Commission new work to encourage innovation and creativity within a traditional arts context
- Provide opportunities for young people, lifelong learners and professional artists to perform, compose, experiment and create across all activities within the core programmes of strengthening communities and creative learning

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In addition to supporting excellence and encouraging experimentation, The Ceilidh Trail project:

1. Contributes to the development of a diverse, skilled and connected workforce as it is a developmental training programme for young musicians;
2. Ensures that a wide range of people can access and enjoy traditional music (local people and visitors) across a number of places in Scotland (minimum of 12 Local Authority areas);
3. Ensures that both the Gaelic and Scots languages are more visible and that the traditional arts are recognised by local and national government as being an integral part of cultural tourism;
4. Increases partnerships between the arts (i.e. Fèis Rois) and local and national businesses.

This strand of work also ensures that Scotland is recognised as a culturally distinct nation connected to the world.

To provide opportunities for young people and professional artists to perform, compose, experiment and create

OBJECTIVES	COMPONENTS OF OBJECTIVES	18/19	19/20	20/21	OUTCOMES
3 To build and develop local, regional, national and international partnerships that maximise mutual benefits and help to create an ecology in which artists and creative people thrive.	3.1 - STRATEGIC PARTNERSHIPS <i>Working with partners Fèis Rois will:</i> <ul style="list-style-type: none"> Lead on the continued growth and development of the Highland Youth Music Forum (www.highlandyouthmusic.org.uk) Following the initial successful pilot project, we will lead on the development of a sustainable model that ensures the future of the Highland Youth Arts Hub (www.hyah.co.uk) with a view to the HYAH being an independent umbrella organisation by 2022. Work with a consortium of partners in Ullapool to develop and deliver new collaborative projects (www.creativeullapool.com) Work closely with key funders and strategic partners, Creative Scotland, Highland Council and Highlands & Island Enterprise 3.2 LOCAL PARTNERSHIPS <i>Fèis Rois will build new models of delivery for traditional music making activity in partnership with communities across Ross-Shire, including working with</i> <ul style="list-style-type: none"> The new The Muir Hub in Muir of Ord (https://muirford.org.uk/the-muir-hub/) An Comunn Gàidhealach Meur Loch Iù to identify sustainable models of delivery for the Gairloch community Other partners to be identified through community consultation. 3.3 REGIONAL PARTNERSHIPS <ul style="list-style-type: none"> Work together with Highland Council's Instrumental Music Service to deliver a programme of shared training and CPD for musicians and learning providers (cross reference to component 4.1) Develop new programmes of work with the University of the Highlands & Islands and its associated colleges, including working closely with the Centre for Health Science to explore a number of issues, including reducing loneliness and isolation through the arts. 				<i>Improved infrastructure for youth arts in Highland</i> <i>Increased delivery of cross art form projects</i> <i>Increased profile of youth arts in the Highlands locally, nationally and internationally</i> <i>Improved infrastructure and more cohesive approach between arts organisations</i> <i>Increased use of digital technology</i> <i>Increased opportunities for people to participate in, and explore, traditional music</i> <i>More skilled musicians working in the sector</i> <i>More pathways for graduates and increased opportunities for robust academic research into the social, cultural, health and economic benefits of the work of Fèis Rois</i>
	3.4 NATIONAL PARTNERSHIPS <i>In addition to 3.1, Fèis Rois will:</i> <ul style="list-style-type: none"> Work closely with Fèisean nan Gàidheal on a number of shared projects and offer support to the community fèisean across Scotland Work with the Traditional Music Forum, particularly in relation to tutor training, mentoring and development. Continue to develop projects and relationships with key festivals (including Celtic Connections, Belladrum Tartan Heart Festival and Aberdeen International Youth Festival), arts organisations (including Live Music Now, TRACS, Hands Up For Trad) and academic institutions (including the National Centre for Excellence in Traditional Music and the Royal Conservatoire of Scotland) Subject to continued funding, continue to work closely with Scottish Natural Heritage to explore the links between cultural heritage and environment and bring high quality traditional music to National Nature Reserve sites across Scotland. Continue to work with a number of Local Authorities, Education Scotland and the Music Education Partnership Group (MPEG) to ensure that the traditional arts are recognised in Curriculum for Excellence, in meeting the P7 YMI target, and in reducing the attainment gap <p>Fèis Rois has been invited to be a named partner supporting the delivery of Gaelic and traditional music in the city as part of the Perth City of Culture bid 2021</p>				<i>Growth in capacity of the wider fèisean community</i> <i>Ensure a diverse and skilled workforce</i> <i>Increased access and participation to high quality music making experiences</i> <i>Increased capacity through collaborative practice</i>

OBJECTIVES

COMPONENTS OF OBJECTIVES

18/19 19/20 20/21 **OUTCOMES**

3.5 INTERNATIONAL PARTNERSHIPS

In recent years, Fèis Rois has established strong partnerships and developed a number of innovative new projects with several international partners.

In the period 2018-2021, Fèis Rois plans to strengthen and develop existing collaborative projects whilst researching possible new initiatives for working with others on new projects.

Fèis Rois will:

- Celebrate the 10th year of its successful partnership with Cambridge Folk Festival (CFF) through: performance opportunities for Scottish young musicians at CFF; showcasing Fèis Rois commissioned work at CFF; providing reciprocal opportunities for young musicians from England to visit the Highlands.
- Build on the successful youth exchange programme with Cambridge Folk Festival
- Continue to develop its successful knowledge exchange project with partners in Romania, including Light into Europe (exploring the impact of music on sight impaired young people) and the National Academy of Music in Bucharest.
- Develop new youth exchange projects in Brittany. This will be building on the links made, and the opportunities that arise, from Fèis Rois being a key strategic partner in the Year of Scotland at the Festival Interceltique de Lorient in 2017
- Explore opportunities for further youth music exchanges in minority language countries / areas in Europe.
- Continue to maintain links and further grow successful partnership projects with key partners in Finland, Ireland, Ukraine, Australia and Canada

The Highlands are recognised globally as a unique, diverse, culturally rich and creative region.

More young people develop performance skills, benefit from peer to peer learning, and have a greater understanding of their culture and its place in the world

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4.1 - TRAINING AND PROFESSIONAL DEVELOPMENT

To contribute to the development of a diverse and skilled sector through the delivery of targeted training for musicians, artists, organisations and creative people.

Fèis Rois will provide opportunities for people at all stages of their career to learn skills in teaching, performing and entrepreneurship.

Fèis Rois will ensure that a high quality of tuition is on offer by:

- Delivering a comprehensive programme of training and professional development opportunities for musicians, artists and learning providers
- Delivering at least 5 days of training as part of every Ceilidh Trail programme
- Working with ArtWorks, Traditional Music Forum and others to ensure that all Fèis Rois training links to national initiatives
- Contributing to international projects exploring pedagogy in participatory settings, including working with partners in EURICCA (European Research and Innovation Agency for Cultural Clusters) and in the USA (Lincoln Center Institute Education and Carnegie Hall)

Increased capacity. More people are trained to work in participatory settings which leads to social and economic growth

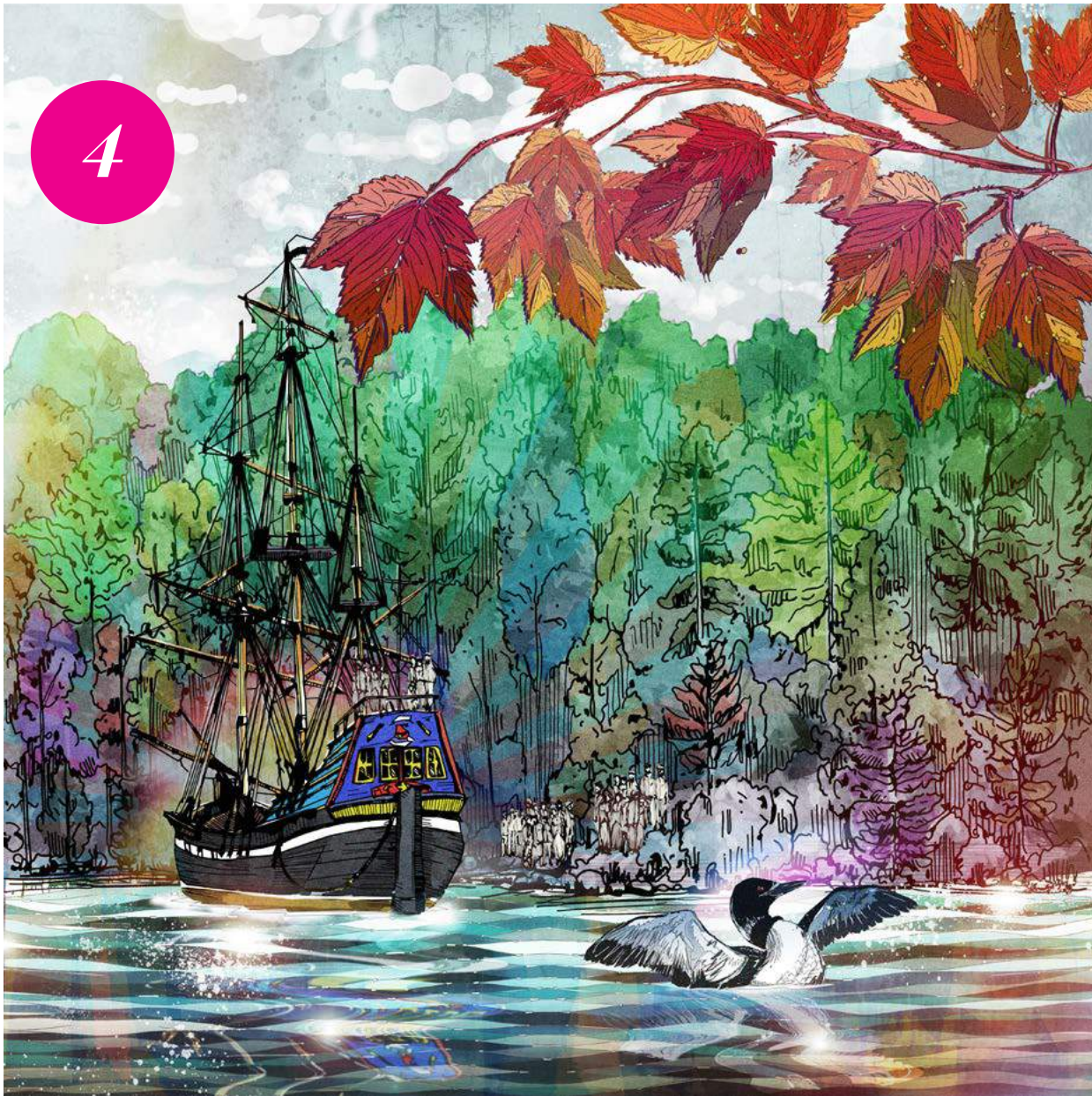
Increased skills sharing across the sector

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OBJECTIVES	COMPONENTS OF OBJECTIVES	18/19	19/20	20/21	OUTCOMES
	4.2 - MENTORING AND APPRENTICESHIPS				
	<p><i>Fèis Rois will provide:</i></p> <ul style="list-style-type: none"> • Opportunities for informal training and mentoring within community and education environments • Recognised apprenticeship and graduate placement opportunities for young people in Community Arts Management and, where appropriate, other aspects of the arts and creative industries • Work experience and placement opportunities for secondary school pupils, school leavers and further and higher education students • Opportunities for young people to work towards nationally recognised awards 	•	•	•	<p><i>More young people are equipped with work ready skills when they leave school, college and university</i></p>
5	--				
To provide employment opportunities for professional artists, creative individuals and young people, and to contribute significantly to the economy of the Highlands and Scotland	<p><i>Despite the overall economic climate, Fèis Rois has seen a period of steady growth which has enabled it to provide more employment opportunities for artists and creative individuals, as well as young people. Fèis Rois is committed to enabling social and economic growth in the Highlands and in the period 2018 – 2021 Fèis Rois will:</i></p> <ul style="list-style-type: none"> • Provide a minimum of 15,000 hours per year in freelance contracts for artists to work in participatory settings across the programme of activity • Develop the Fringe programme at Fèis Rois Inblich to encourage a wider audience to attend and thus contribute to the economy of Ullapool • Make a commitment to youth employment by employing a minimum of 15 young people each year on The Ceilidh Trail / emerging talent programme • Make a commitment to youth employment by employing at least one creative apprentice and/or graduate each year (cross reference to component 4.2) 	•	•	•	<p><i>The Highlands are recognised as a place where young creative people want to live and work</i></p> <p><i>More artists are contracted to lead on a broader programme of activities</i></p> <p><i>Fèis Rois has contributed to an increase in youth employment in the Highlands</i></p>
6	--				
6. To widen the demographic range of, and access for, participants and audiences to the programme of activities	<p><i>In recent years, Fèis Rois has improved data capture on participants across all activities, which has identified a number of priority areas for delivery during the period 2018 – 2021. Please refer to:</i></p> <ol style="list-style-type: none"> 1. Objective 1 in this table for details of work planned with the following groups: <ul style="list-style-type: none"> • Looked After Young People; • Offenders, those at risk of offending, and their families; • Ethnic minority groups and refugees; • Adult Learners. 2. The Equalities, Diversity and Inclusion section in "Connecting Themes" later in this Business Plan. <p><i>In addition, in 2018-2021, Fèis Rois will:</i></p> <ul style="list-style-type: none"> • Continue to engage with young people with additional support needs, particularly those in the transition period between school and independent living • Continue to monitor demographic range of participants and audiences 	•	•	•	<p><i>More people from a wider range of backgrounds are accessing and participating in Fèis Rois activities</i></p> <p><i>Fèis Rois has provided young people with a range of positive pathways and thus provided an alternative to offending</i></p>

OBJECTIVES	COMPONENTS OF OBJECTIVES	18/19	19/20	20/21	OUTCOMES
7 To ensure the sustainable future of the organisation through the progressive involvement and development of participants, families, artists, volunteers and communities	<p><i>Fèis Rois will:</i></p> <ul style="list-style-type: none"> • Develop a volunteer strategy, which will include an annual volunteer training day and a youth volunteer strategy • Implement a volunteer strategy, which will include an annual volunteer training day and a youth volunteer strategy • Encourage and support the development of Fèis the Music – a performance group that has emerged from the lifelong learning programme and now fundraises and raises the profile of Fèis Rois in the community • Ensure appropriate representation on the Fèis Rois Board of Directors from participants, families, artists and volunteers. 	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • • 	<p><i>More people are contributing to the sustainable future of the organisation</i></p> <p><i>Young people are empowered to contribute meaningfully to the future development of the organisation</i></p> <p><i>There is community led growth across a number of Fèis Rois activities</i></p>
8 To improve public awareness of Fèis Rois	<p><i>Cross reference to objective 7</i> <i>In addition, to many public performances and ensuring a Fèis Rois presence at community and national events, we will:</i></p> <ul style="list-style-type: none"> • Devise a new communication strategy for the period 2018 – 2021 • Implement a new communication strategy for the period 2018 – 2021 • Maintain excellent relationships with the media • Produce and distribute e-newsletters and advertise events with e-flyers • Continue to successfully utilise social media and digital technology to promote and advertise activities Ensure appropriate representation on the Fèis Rois Board of Directors from participants, families, artists and volunteers. 	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> • • • • 	<p><i>There is increased public awareness of Fèis Rois and the traditional arts locally, regionally, nationally and internationally</i></p> <p><i>More people are engaging in Fèis Rois activities</i></p>
9 9. To secure the long term financial future of Fèis Rois	<p><i>Fèis Rois has seen a period of growth in recent years and has significantly increased earned income. Fèis Rois's ambitions for 2018-2021 are to:</i></p> <ul style="list-style-type: none"> • Devise a new fundraising strategy for the period 2018 – 2021 • Implement a new fundraising strategy for the period 2018 – 2021 • Develop at least one new business partnership annually and aim to increase sponsorship income • Explore legacy giving and pilot a programme to encourage legacy giving to Fèis Rois • Continue to grow income from merchandise sales. In 2016/17, Fèis Rois achieved 40% more than its target income for merchandise sales. • Examine five year forecasts of income and expenditure 	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • • • • • • 	<p><i>Fèis Rois has a more diverse spread of income to support its activities</i></p>

OBJECTIVES	COMPONENTS OF OBJECTIVES	18/19	19/20	20/21	OUTCOMES
10	--				
To have policies and procedures in place relevant to a charity working with young people, vulnerable adults and others	<ul style="list-style-type: none"> Review the Fèis Rois Child Protection / Safeguarding Policy annually and ensure it is in line with best practice in its duty of care towards young people and vulnerable adults Process an Enhanced Disclosure PVG for all employees, Directors, freelance contractors and artists working on any Fèis Rois programmes 	•	•	•	<i>Fèis Rois is recognised as a model of good practice in working with young people, vulnerable adults and others.</i>
11	--				
To maintain acceptable standards of governance in line with statutory bodies and principal funders	<ul style="list-style-type: none"> Continually monitor and evaluate board skills to ensure there is always a breadth and depth of skills and experience suitable for governing a charity and company limited by guarantee in Scotland In addition to Board meetings, the Executive and Finance Group of the Board will meet quarterly Hold an annual Board training / development day Publish the following on the Fèis Rois website: <ul style="list-style-type: none"> - Biography of each member of the Board of Directors; - The Code of Conduct that each member of the Fèis Rois Board of Directors signs up to; - The Fèis Rois Governance statement; - Minutes of all Board meetings and the AGM 	•	•	•	<i>Fèis Rois has excellent standards of governance and is recognised as a leading arts organisation locally, regionally, nationally and internationally</i>
12	--				
To work in an environmentally sustainable manner	<p><i>For detail, cross reference to cross cutting theme: Environmental Fèis Rois will:</i></p> <ul style="list-style-type: none"> Implement environmental good practice through our environmental policy and plan 	•	•	•	<p><i>Reduced carbon footprint</i></p> <p><i>New partnerships have been formed with fair trade groups, Ross-Shire Waste Action (ROWAN), Creative Carbon Scotland and others</i></p>
13	--				
To develop and enhance the use of digital technology	<p><i>For detail, cross reference to objective 8 and cross cutting theme: Digital Fèis Rois will also:</i></p> <ul style="list-style-type: none"> Utilise digital media as a means of engaging people in live experiences of traditional music and creativity, e.g. live streaming of concerts and real time online tuition Fèis Rois will pilot a new Gaelic/traditional music label/mechanism to support emerging artists Implement the learning from the pilot project exploring the development of a new Gaelic/traditional music label/mechanism 	•	•	•	<p><i>More people are able to engage in Fèis Rois activities through the use of virtual learning resources</i></p> <p><i>The use of digital media has enabled Fèis Rois to reduce its carbon footprint</i></p>
13	--				
To contribute to the National Plan for Gaelic through the promotion and use of the Gaelic language, its music, culture and traditions.	<p><i>For detail, cross reference to cross cutting theme: Gaelic</i></p> <ul style="list-style-type: none"> Implement its Gaelic language Plan and include the Gaelic language across all areas of its work Provide specialist Gaelic language training for musicians, young people and creative individuals across Scotland Where appropriate, deliver specific activities through the medium of Gaelic 	•	•	•	<i>Increased opportunities for people to see, hear, learn and use the Gaelic language</i>



Connecting Themes

There are four themes that cut across all Fèis Rois activities. These are:

- 4.1 — Digital
- 4.2 — Environment
- 4.3 — Equalities, Diversity and Inclusion (EDI)
- 4.4 — Gaelic

Three of these connecting themes (digital, environment and EDI) align with Creative Scotland's connecting themes. The fourth Creative Scotland connecting theme of Creative Learning is central to the work of Fèis Rois and is one of our six core areas of delivery (Strengthening Communities, Creative Learning, Excellence and Experimentation, Strategic Partnerships, International Projects and Training & Professional Development).

4.1 — DIGITAL

Fèis Rois believes that digital technology offers exciting opportunities for increased creativity, connectivity and participation. The use of digital technology can offer people living in rural communities the opportunity to participate in the arts and creativity in new and innovative ways. Fèis Rois will work with Highlands & Islands Enterprise, technologists and programmers to explore the potential of new digital technology as next generation broadband is rolled out across the Highlands.

Fèis Rois is committed to contributing to the Scottish Government's ambition for Scotland to be a world-leading digital nation by 2020. As such, in recent years, Fèis Rois has used digital technology in a number of imaginative new ways, including:

- Developing and launching a high quality creative app called Fun Folk that introduces very young children, their families and teachers to traditional music, song, dance, storytelling and both the Gaelic and Scots languages.
- Working with partners to launch a digital platform for the Highland Youth Arts Hub, which includes a digital map showcasing over 150 arts projects engaging young people aged 0 – 25 living in the Highlands (www.hyah.co.uk/map)
- Ensuring that Fèis Rois is a more efficient and sustainable organisation moving forward by introducing a bespoke online shop and data capture system that greatly reduces the administration associated with running arts courses and allows us to gather audience data and information. This system was recently praised in a "Digital Health Check" of Fèis Rois carried out by Highlands & Islands Enterprise in 2017.
- Integrating digital technology into all Fèis Rois projects and using digital tools to document and archive work. See www.youtube.com/feisrois

During the period 2018 – 2021, Fèis Rois will focus on the following areas of digital activity:

Arts and creative practice

Creative technology is central to our artistic practice. Plans for 2018 – 2021 include:

1. Developing the use of the digital studio space we have recently created within our office at 16/17 High Street, Dingwall. We offer training in ProTools and an informal "drop in" opportunity for young people to come in and record their music, particularly on Friday afternoons when, as part of Highland Council's recent budget savings, schools in Highland now finish at lunchtime on a Friday.
2. Producing professional recordings and publications of new music commissions.
3. With support from the Highlands & Islands Enterprise Innovation Fund, piloting a new Gaelic/traditional music development label/mechanism that supports artists to build a more sustainable career by selling more product and widening their networks.
4. Continuing our partnership with community radio station, Lochbroom FM to offer young people the opportunity to broadcast "Fèis Rois Radio" from our events not only on Lochbroom FM, but also online via our website.
5. Streaming live concerts, particularly from our Adult Fèis Fringe and Ceilidh Trail projects.
6. Continuing to have free content available on the Fèis Rois Youtube Channel (www.youtube.com/feisrois) offering high quality online tuition in traditional music and Gaelic song. We will build on the existing digital lessons which, to date, have had more than 100,000 views.
7. Developing the recently launched Fèis Rois education website (www.feisroisfoghlaam.org) and creating new content and resources for learners and teachers aligned to Curriculum for Excellence.
8. Continuing to have a Fèis Rois presence on both Glow and the Creativity Portal.
9. Developing new work with Early Years partners using the Fèis Rois Fun Folk app.
10. Enhancing our organisation's skills base, and that of freelance artists in the Highlands, by offering training in a range of digital tools, which might include FinalCut Pro, Adobe Photoshop and ProTools.

Engaging with and building new audiences

Fèis Rois will use a number of digital tools to connect and interact with its audiences, including:

- Website (www.feisrois.org)
- Social media, with a particular focus on Facebook, Twitter, YouTube and Instagram.
- A partnership with TradTV. (www.tradtv.scot) to enable new audiences to watch Fèis Rois performances live online, and to ensure that these performances are then appropriately archived

In a 2017 HIE Digital Health Check of Fèis Rois, it was noted that Fèis Rois is doing very well on social media when compared to similar organisations. For example, on Facebook, Fèis Rois scored 82 when the average LikeRank was 53, the average in Education was 53 and the average for Similar Brands was 55.

Organisational efficiency

Fèis Rois recognises the significant impact of digital tools in improving efficiency and connectivity within the sector.

As such, the period 2018 – 2021 will see Fèis Rois:

1. Using digital tools to network and connect with partners and stakeholders in the following ways:
 - Leading on the continued development of www.highlandyouthmusic.org.uk
 - Leading on the continued development of www.hyah.co.uk
 - Continually reviewing and updating the core website www.feisrois.org
 - Contributing to the content of www.creativeullapool.com
2. Using digital tools to help understand the value of our work and inform planning. For example, our data capture system allows us to see the gender balance, geographical spread, ages of our audiences, etc, etc and we can work to address any gaps.
3. Bedding in a new cloud based admin system to be used by all Fèis Rois staff. Fèis Rois currently uses a cloud based system provided by local company, Dynamic Edge. However, there is a need to review the current system as it is expensive and uses aging technology.

4.2 — ENVIRONMENT

Fèis Rois recognises that climate change is one of the most significant challenges facing us today. We will operate in compliance with all relevant environmental legislation and will strive to integrate the consideration of environmental concerns and impacts into all of our decision making and activities.

Fèis Rois is a member of Creative Carbon Scotland and the Office Manager is the Green Champion for the organisation.

Fèis Rois will promote environmental awareness and influence others on issues relating to the environment by:

- asking staff and freelance artists and creative practitioners, where practically feasible, to use public transport or car share;
- encouraging staff to use email, Skype and other digital methods of communication to reduce the travel footprint;
- encouraging people not to print off any email correspondence they receive from Fèis Rois;
- promoting the fact that we use china cups rather than disposable cups at our Adult Fèis Festival and that we recycle waste, compost teabags, etc.
- partnering with Scottish Natural Heritage on creative projects bringing traditional music into the environment.

Reduce waste

- ask staff to print documents and correspondence only when strictly necessary; re-use and recycle materials where practical;
- purchase recycled, recyclable or re-furnished products and materials where these alternatives are available, economical and suitable;
- work with partners in our community, such as Ross-Shire Waste Action Network.

Reduce our environmental impact:

- encourage suppliers to support our environmental aims;
- encourage people to visit our website for bookings etc. rather than requesting paper application forms;
- provide e-bulletins rather than printed newsletters;
- expand and encourage the use of our online resource of music lessons to increase access to training without increasing the travel footprint.

Promote efficient use of materials and resources:

- ensure all lights, PCs, printers and non-essential electrical equipment are switched off at the end of every day;
- purchase and use environmentally responsible products;
- use suppliers with similar environmental aims.

Evaluate and monitor performance:

- include environmental impacts in the risk assessments carried out for events;
- work with partners such as Creative Carbon Scotland;
- periodically review our environmental policy in light of our current and planned future activities.
- provide an environmental report for quarterly Board meetings.

4.3 — Equalities, Diversity and Inclusion

Fèis Rois is committed to the promotion of equality of opportunity in all areas and functions of its work. The organisation seeks to provide a positive working environment for its staff and an inviting, accessible service to a broad range of users.

Fèis Rois believes that everyone should be able to access and participate in the arts and creative industries in Scotland and that no-one should be disadvantaged by artificial barriers. In addition to supporting and developing quality and

excellence, Fèis Rois encourages as many people as possible to access and participate in all aspects of the traditional arts.

The Gaelic language and its associated culture, particularly music, is at the heart of the Fèis Rois artistic programme. This, along with new initiatives to engage deeply with refugees, members of the Polish community and others, shows the organisation's commitment to supporting and reflecting different cultures in Scotland.

At March 2017, the Board of Fèis Rois has a 50/50 gender split and 33% of Directors are aged under 25.

Fèis Rois currently employs a small number of disabled artists and provides opportunities for many people with additional support needs to engage in cultural activities.

Fèis Rois:

- Plans projects in response to the cultural needs of the communities in which it works;
- Encourages an ethos of openness, participation and engagement across all of its activity;
- Recognises that everyone is different and that differences should be respected, recognised, valued and celebrated;
- Believes that recognising creative diversity enables the arts and creative industries to flourish and leads to exciting and innovative new collaborations.

Fèis Rois has an EDI action plan in place for the period 2016 – 2020 (document available at www.feisrois.org), which focuses on 3 of the 9 protected characteristics covered by the Equality Act 2010, namely age, disability and race/ethnicity.

Furthermore, Fèis Rois has made a commitment to addressing the following areas:

- Gender equality
- Socio-economic deprivation
- Rural isolation
- Gaelic language

In addition to its EDI action plan, which focuses primarily on the artistic programme, Fèis Rois has an equal opportunities policy and fair employment practices. Through its equal opportunities policy, Fèis Rois aims to achieve non-discrimination and ease of access in relation to its management, staff, participants and members of the public through good practice and delivery of service regardless of an individual's sex, marital or family status, age, ethnic origin, disability, race colour, nationality, religion or political belief.

Commitments

Fèis Rois will:

- Achieve a positive and balanced approach to equal opportunities by ensuring that the Board of Directors and Management Team have a full understanding of the importance of equal opportunities. As far as possible, key issues relating to equal opportunities will be represented by the recruitment of appropriate individuals within the management structure.
- Provide equality of opportunity in employment through non-discriminatory employment practices and staff training.
- Develop and promote a programme of activities which will be open to all. Educational opportunities within the programme will enhance the understanding of equal opportunities in the community.
- Review and monitor the effectiveness of its equal opportunities policy.

Recruitment

The company's recruitment process will result in the selection of the most suitable person for any particular job.

Advertisements for employment will promote equal opportunities and invite applications from a wide range of appropriate candidates.

A person specification, which defines the qualifications, experience and other skills required for the post, will only include those factors which are necessary and justifiable as objective criteria for the satisfactory performance of the job.

Through its equal opportunities policy and its implementation, Fèis Rois will seek to ensure that the talents and skills of its employees are utilised to the full, to the benefit of the organisation and its employees.

Programming

The aim of the Fèis Rois programme is to provide creative and educational opportunities for as wide a range of people as possible, and to create a positive experience for those who are disabled or disadvantaged.

The programme will be designed to cater for a range of interests and age groups. Sensitive planning will ensure a balanced programme, which will appeal to children, young people, lifelong learners and those with additional support needs.

Fèis Rois will create a pricing policy which will reflect the expectations of those on a range of income levels. Box office prices and instrument hire charges will be as flexible as possible to ensure that the organisation maintains its accessibility to a wide range of users. Fèis Rois recognises the need to budget realistically to enable access. For example, Fèis Rois will provide additional support staff at its fèisean (residential music schools) to ensure that anyone with a disability feels fully supported to attend. Fèis Rois activities are always held in accessible buildings and spaces.

4.4 — GAELIC

Fèis Rois has an important role in increasing the visibility of Gaelic, strengthening its appeal, and encouraging people to learn and use the language.

Fèis Rois aims to increase the profile and use of Gaelic in:

- The Community
- The Workplace
- Education Settings
- The Arts

Gaelic in the Community

- Working in partnership with Gaelic organisations (including local branches of An Comann Gàidhealachd) in communities across Ross-Shire to deliver Fèis activities;
- Offering a weekly Cearcall Còmhraidh (Gaelic conversation circle) open to learners and fluent speakers of all ages;
- Including Gaelic in all strategic partnership projects, including the Highland Youth Arts Hub and Creative Ullapool;

Gaelic in the Workplace

- Supporting freelance musicians and artists to use Gaelic when working in participatory settings by providing them with a bespoke resource book (with accompanying CDs) and offering annual training courses free of charge;
- Providing Fèis Rois staff with the opportunity to develop their Gaelic language skills through the staff training budget;
- Implementing an operational Gaelic plan to be adhered to by all Fèis Rois staff

Gaelic in Education

- Including the Gaelic language in all areas of the Fèis Rois education programme;
- Providing regular Gaelic song CPD opportunities for teachers;
- Providing teachers with resources to support them in using the Gaelic language and its associated music and song repertoire in the classroom, including through the recently developed Time to Seinn resource;
- Responding to requests from Gaelic medium schools and units for bespoke traditional arts projects to be delivered through the medium of Gaelic.

Gaelic in the Arts

- Gaelic is at the heart of Fèis Rois's artistic programme;
- Producing bi-lingual materials, flyers and posters for events;
- Using Gaelic signage at all events;
- Compering all concerts bilingually;
- Offering Gaelic medium online learning opportunities;
- Including Gaelic song workshops at all residential fèisean;
- Encouraging a Gaelic environment and integrating the language throughout all core events
- Providing Gaelic language training for musicians and creative people



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Fèis Rois has supported and nurtured me from the very first time I played traditional music in 1993 through to the present day. My first experience of the support and encouragement that Fèis Rois promotes was in 1993 at the age of 11. I was taught my first two Gaelic melodies on the clarsach and, without fuss, on day five I was playing them on the stage at a public concert. This non-competitive experience enabled me and my peers to continue to perform with confidence.

I have had the opportunity to learn and share music with tradition bearers and my peers, perform, record, train as a teaching artist, and improve my Gaelic language skills. The regular employment that Fèis Rois engaged me in through the Youth Music Initiative made working as a full time musician a viable prospect for me for many years. Further employment as Musician in Residence not only offered me financial security and time to develop my own music, but offered me the chance to work in the community and learn how important music is as a tool to enhance people's lives and self-worth. I feel that this opportunity, and the intelligent support that I received from the Fèis Rois staff team, allowed me to grow and change as a person. I recognised a deeper value of human interaction, the place of traditional music in the community, and the integrity with which we can all carry ourselves through life.

When I worked as Musician in Residence with Fèis Rois, I was encouraged to spend time broadening my composition skills, something that I had wished to do for years. I made regular visits to a composition mentor and composed a piece for Distil Scotland, which was also performed by students at Fèis Rois nan Deugairean and toured throughout Inverness and Ross-shire. These skills enabled me to apply for, and be one of only four applicants accepted onto, a MA in Composing for Film and Television at the National Film and Television School, proving that the traditional music of Scotland can be an incredibly valuable grounding for many types of music career.

Fèis Rois is continually building a greater sense of community and improving the quality of life for people living in Ross-Shire. There is a great value to encouraging young people to visit elderly people and vulnerable groups to share songs and tunes which unite them across generations. I have seen, and experienced personally, how people grow in confidence and happiness when participating in Fèis Rois programmes.

Fraya Thomsen, Musician & Composer

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Marketing and Communication

5.1 — MARKET POSITION STATEMENT

Fèis Rois is:

- **Community focussed**
At the heart of the Ross & Cromarty community
- **An accessible Gaelic champion**
Creating transformative opportunities for people of all ages to celebrate and engage with the traditional arts and Gaelic language.
- **A national music leader**
One of Scotland's leading music providers, and currently the only one offering traditional music at every level of education in Scotland (early years; primary; secondary; specialist programmes for young people with additional support needs; working with further and higher education partners; providing an extensive lifelong learning programme; and working in the informal sector)
- **Internationally renowned**
Working with partners across the UK, Europe and the world to share its knowledge and expertise, develop innovative projects, and open new markets to Scottish artists

5.2 — BRAND ESSENCE

Fèis Rois's brand essence can be categorised according to its function, image, authority and performance. The table below shows the brand as it currently exists and ways in which it should be developed.

BRAND ESSENCE	HOW IT CURRENTLY EXISTS & HOW WE WANT IT TO DEVELOP
FUNCTION The function we perform	Promotion of access and encouragement of excellence in all aspects of the traditional arts through a diverse range of activities, including: <ul style="list-style-type: none"> • Residential fèisean • Ceilidh Trails and cultural tourism projects • Community engagement programme • Creative Learning programme • Providing training opportunities for artists and creative people • Commissioning new work • Developing international projects
IMAGE/PERSONALITY How people see us	<ul style="list-style-type: none"> • Fun • Friendly • Accessible • Educational • Well organised • Ross & Cromarty focussed • Significant national organisation • Growing international reputation
AUTHORITY How we influence the market	<ul style="list-style-type: none"> • A model followed by others • Strong reputation built up over 30+ years • Integrated into local communities • A strategic leader in developing new partnerships and opportunities • Excellent relationships with artists across Scotland • A key employer of artists in Scotland
PERFORMANCE How we perform, our standards, and what makes us different	<ul style="list-style-type: none"> • Well managed • Financially solvent • High quality practice • Sector leader

5.3 — MARKETING OBJECTIVES

In recent years, Fèis Rois has successfully grown its market locally, nationally, regionally and internationally. Particular achievements include:

Strengthening the core programme;

- Creating a sustainable new lifelong learning programme;
- Developing innovative and entrepreneurial projects for young people with additional support needs;
- Winning contracts to deliver Youth Music Initiative projects in several Local Authority areas across Scotland, and being invited to continue to deliver this work year on year;
- Developing new international projects with partners in England, Ireland, Romania, Australia and Canada.

During the lifetime of the 2018-2021 Business Plan, the following will guide the next stages of development for Fèis Rois:

- To increase participation in core activities
- To increase engagement with all activities, including audiences as well as participants
- To increase engagement of under-represented groups across the organisation
- To raise awareness and develop new community partnership opportunities
- To grow international programmes of engagement
- To generate digital media coverage as well as coverage in broadcast media, newspapers, magazines and sector publications
- To increase public giving to Fèis Rois

5.4 — TARGET MARKETS & ACTIVITIES

Fèis Rois's 2018-2021 marketing strategy will address ways in which the organisation can target existing and new:

- Participants
- Audiences
- Partners (to develop collaborative working with community groups, venues, national companies, formal and informal education partners, press and media, Gaelic partners, national and international organisations)
- Supporters and funders

Fèis Rois will ensure that marketing activities are cost effective and focussed with a specific purpose and target market in mind. Activities and tools will include:

- Press and PR, including developing strong relationships with local and national media with a particular focus on Gaelic radio and television
- Web, including the Fèis Rois website and links on partner websites
Developing search engine optimisation potential
- Social media, including Twitter, Facebook, Youtube, Instagram and other emerging digital opportunities
- Publishing a regular e-newsletter
- Using e-flyers to promote events and activities
- Other e-marketing

Fèis Rois will monitor and evaluate all of its activity and capture relevant data to help identify under-represented groups who can be targeted appropriately.

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Governance, Leadership and Staffing

6.1 GOVERNANCE

Fèis Rois is a company limited by guarantee and is a charity registered with the Office of the Scottish Charity Regulator (OSCR). The company is overseen by the Board of Directors who meet four times each year.

At March 2017, there are 6 Directors on the Board of Fèis Rois.

NAME	ROLE ON BOARD	PROFESSION, ETC
Harriet Dempster	Chair and Member of Executive Group	Former Director of Social Work, Highland Council
Mark Sheridan	Vice Chair and Member of Executive Group	Reader in Music and Creativity, University of the Highlands & Islands
Colin Sandilands	Company Secretary and Member of Executive Group	Solicitor Advocate and Head of Inverness Office, Stronachs LLP
Shannon Cowie	Director	Student of Medicine, University of Glasgow; Young Gaelic Ambassador of the Year 2016; Musician and Fèis Rois participant.
Conal McDonagh	Director	Freelance musician; Graduate of BA (Hons) Scottish Music, Royal Conservatoire of Scotland; Fèis Rois participant.
Malina MacDonald-Dawson	Director	Programme Manager – Alternatives to Out of Authority Care, Highland Council; Fèis Rois lifelong learning participant.

In addition to quarterly meetings of the full Board of Directors, the Executive Group meets regularly with the Chief Executive to monitor the company's finances.

Furthermore, time-limited Board working groups are set up when appropriate, e.g. to update policy or to write a new strategy for the company.

The Board of Directors are offered annual training to develop their skills and to stay abreast of changes to pensions, charity law, etc.

The Fèis Rois Board is well balanced and there is no skills area in which it is badly lacking at present. However, a priority prior to the implementation of this 2018 – 2021 Business Plan is to grow the Board to 8 or 9 Directors.

The current Board has considerable experience of the following key areas:

- Traditional arts and the wider creative and cultural ecology in Scotland
- Gaelic language
- Education
- Child protection and social work
- Business management
- Charity and employment law
- HR and change management
- Fundraising
- Financial management
- Governance practice
- Strategic thinking
- Policy making
- Advocacy and networking
- Public media relations

The Board of Directors of Fèis Rois agreed to commit to the following five principles of good governance at the AGM held in November 2016.

Principle 1. Leading our organisation.

We do this by:

- 1.1 Agreeing our vision, purpose and values and making sure that they remain relevant;
- 1.2 Developing, resourcing, monitoring and performance managing a plan to make sure that our organisation achieves its stated purpose;
- 1.3 Supporting our Chief Executive Officer to manage, support and hold to account staff and volunteers and all who act on behalf of the organisation.

Principle 2. Exercising control over our organisation.

We do this by:

- 2.1 Identifying and complying with all relevant legal and regulatory requirements;
- 2.2 Making sure there are appropriate internal financial and management controls;
- 2.3 Identifying significant risks for our organisation and deciding ways of managing the risks.

Principle 3. Being transparent and accountable.

We do this by:

- 3.1 Identifying those who have a legitimate interest in the work of our organisation (stakeholders) and making sure there is regular and effective communication with them about our organisation;
- 3.2 Taking account of stakeholders' questions or views about the work of our organisation and how we run it;
- 3.3 Encouraging and enabling the engagement of those who benefit from our organisation in the strategic direction of the organisation.

Principle 4. Working effectively.

We do this by:

- 4.1 Making sure that our governing body, individual board members, staff and volunteers understand fully their:
 - role,
 - contribution/performance,
 - legal duties, and
 - delegated responsibility for decision-making;
- 4.2 Making sure that as a board we exercise our collective responsibility through board meetings that are efficient and effective;
- 4.3 Making sure that there are suitable board recruitment, development and retirement processes in place.

Principle 5. Behaving with integrity.

We do this by:

- 5.1 Complying with our code of conduct, which reflects The Nolan Principles ('7 Principles of Public Life') and OSCR's 'Guidance and Good Practice for Charity Trustees' (June 2016);
- 5.2 Being honest, fair and independent;
- 5.3 Understanding, declaring and managing conflicts of interest and conflicts of loyalties;
- 5.4 Protecting and promoting our organisation's reputation.

6.2 LEADERSHIP

Operational management of the company is undertaken by the Chief Executive Officer who also has the responsibility of Artistic Director. Fiona Dalgetty has been in post as CEO of Fèis Rois since April 2009 and, since then, has led Fèis Rois through a period of change and development showing resilience and ensuring the sustainable future of the organisation. Under Fiona's leadership, Fèis Rois has become widely regarded as a sector leader in the youth arts and traditional music, not only in the Highlands, but across Scotland and internationally.

The Chief Executive Officer is line managed by the Board of Directors and, as such, meets at regular intervals with the Chair.

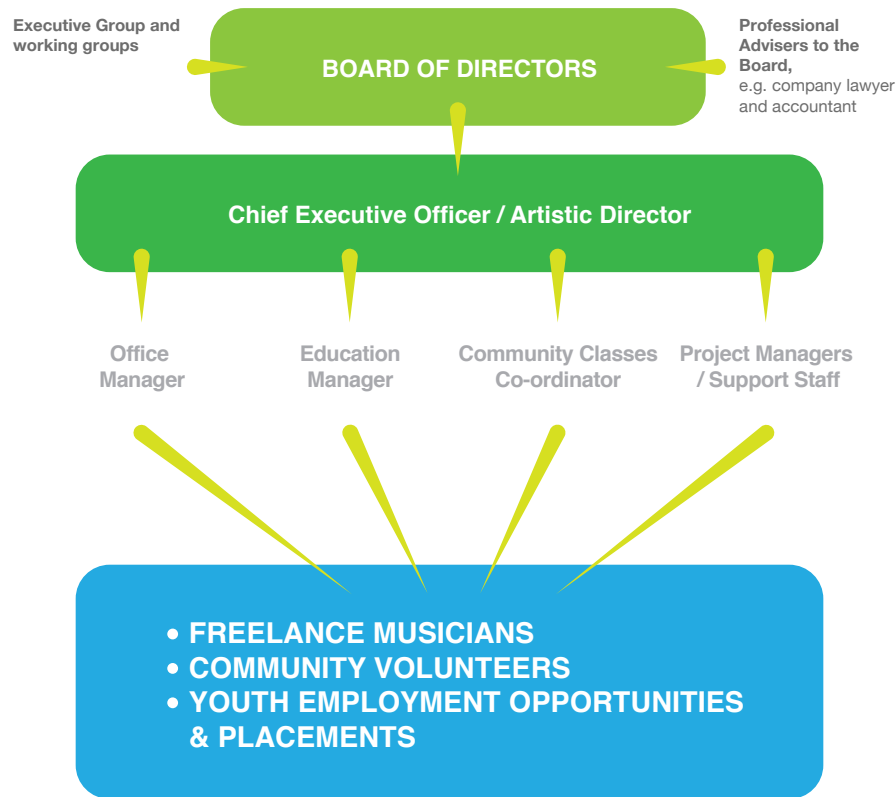
6.3 STAFFING, DELIVERY AND MANAGEMENT

Following a restructure in 2009, Fèis Rois has benefitted from stability within its core staff team which has enabled the organisation to consolidate and grow.

To deliver the 2018 – 2021 plan, Fèis Rois will implement a staffing structure that:

- Clearly distinguishes the roles, responsibilities and skills set requirements of the core staff team;
- Retains flexibility to adapt to an evolving programme of activities according to the levels and types of funding secured;
- Recognises and promotes an organisational infrastructure that distinguishes between core activities and project work.

The staffing structure shown below will effectively deliver these stipulations:



In addition to the full-time Chief Executive Officer, the following are core posts within the organisation:

- Office Manager (full time)
- Education Manager (full time)
- Community Classes Co-ordinator (0.8)

At March 2017, the following project management / support posts exist:

- Highland Youth Arts Hub Project Manager (Full Time)
- Cultural Tourism Development Officer (Full Time).
This is currently a one-year graduate placement supported by HIE and ScotGrad.
- Fèis Project Co-ordinator (0.2)

Fèis Rois has a number of policies in place to support its staff team, including an annual appraisal process linked to training and continued professional development opportunities.

Fèis Rois is a significant employer of freelance musicians, artists and creative practitioners. In 2015/16, some 55% of the organisation's expenditure went directly to artists, and some 638 artists and creative practitioners secured paid work with Fèis Rois.

Fèis Rois has a reputation for being supportive to staff and artists, and for being a 'fair pay' employer. Fèis Rois is committed to ensuring that musicians, and those professionals working in the creative community, are paid fairly and appropriately for their time and effort and, as such, commits to paying at least the living wage for anyone working in office, arts administration or youth employment (e.g. internship) roles, and to paying Musicians' Union rates for freelance contractors.

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My work for a number of years took me away from home for quite large chunks of time which can be challenging when you have a young family and to be able to work on exciting projects in my own geographic area with Fèis Rois has been just brilliant. In the time I have been working with Fèis Rois, I have been involved in a number of great projects and have seen how forward thinking and progressive Fèis Rois is as an organisation which, for me as a creative person, is very exciting and very important. I love the fact that Fèis Rois is willing to try different and new approaches to music making and cultural exploration which is very inclusive. Anyone from any background or ability throughout the Highlands and Scotland can be involved.

Another reason I love being brought into projects with Fèis Rois is because it really helps me to push my own practise, to develop new ways of engaging people with sound, music and rhythm, and to evaluate what I am doing. The feedback I get is also very important and I find it immensely helpful. It is really wonderful to be able to work with an organisation where I feel valued, supported, and I am appropriately remunerated. I get offered regular training which I really value and I get the opportunity to work with many different musicians which is fantastic for learning new activities, techniques and ways of engaging people. Another great thing about working with so many other freelance musicians is the friendships that develop and the networks and community that also comes from it. Fèis Rois facilitates all of this for many professional musicians and artists living in the Highlands and further afield.

Dave Martin, Percussionist and Electronic Artist

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The following table illustrates who within the staff team is responsible for the delivery of each area of work outlined in section 3 of this Business Plan (Strategic and Artistic Plan 2018 - 2021)

Board of Directors	Chief Executive	Office Manager	Education Manager	Community Classes Co-ordinator	Project Managers / Support Staff
Overall financial Management	Financial management	Day to day financial management / monitoring	Delivery of Creative Learning programme	All weekly classes	Highland Youth Arts Hub Project Manager has responsibility for HYAH development and partnership project with HMP Inverness
Ensuring appropriate policies and procedures are in place	Securing long term financial future of the organisation	Staff training	Training and CPD for Artists	Instrument hire service	
Ensuring acceptable standards of governance	Overview of entire programme of work	Health & Safety	Targeted ASN work	Training and CPD for artists	
Advocacy	Responsible for: 1. Commissioning; 2. Residential fèisean; 3. All strategic / partnership projects 4. Performances / agency services	Environment / "Green Champion"	Digital (arts and creative practice)	Lifelong learning programme	Cultural Tourism Development Officer has responsibility for delivering the Ceilidh Trail, piloting online streaming of concerts and cultural tourism strategy
Strategic planning		Digital (organisational efficiency)	Highland Youth Music Forum project	Digital (arts and creative practice)	
Risk assessing		Merchandise sales		Community engagement projects (e.g. LAYP, refugees, ethnic minority communities)	Fèis Projects Co-ordinator assists the CEO in the delivery of residential Fèisean
Overall duties as an employer	Line management and mentoring of staff				
	Advocacy and liaising with media, funders, politicians				
	Digital (audience development)				

All members of the Fèis Rois staff team have an element of responsibility for successfully delivering on: EDI objectives, Gaelic, Digital, Environment, Fundraising and Improving Public Awareness of Fèis Rois.

The Board will monitor progress against the delivery of the Artistic and Strategic Plan 2018 – 2021 through receiving detailed staff reports at quarterly meetings, as well as a copy of the plan with an additional column added showing a traffic light system (green where projects are completed, amber when they are underway, and red if there is anything delayed or stalled).

7



Sustainability and Resilience

Fèis Rois has shown itself to be resilient, adaptable and responsive both to the environment in which it operates and to the needs of its audiences. Fèis Rois can evidence a trajectory of steady growth with its annual turnover increasing as follows:

2010	£380,000
2012	£513,098
2014	£660,307
2016	£823,261

(published at www.oscr.org.uk)

The organisation has successfully increased its earned income from 36% of its total income in 2010 to more than 50% of its total income in 2016. This is largely achieved through service delivery charges and the fees paid by individuals to attend workshops and classes. Although Fèis Rois charges for its core programme of residential Fèisean (music schools) and community classes, a number of measures are put in place to ensure that all activity is fully accessible to people from a wide range of socio-economic backgrounds. A large percentage of the overall programme is free at the point of delivery.

A number of strands of the Fèis Rois programme are self-sustaining, including the Adult Fèis (3-day music school and festival) and the programme of weekly classes for lifelong learners.

7.1 — EVIDENCE OF DEMAND

The programme of work proposed for the period 2018 – 2021 is shaped by demand from audiences (the public, lifelong learners, individual artists, practitioners and a wide range of partners) evidenced through a number of evaluation processes, including:

- Detailed feedback from musicians, audiences and venues participating in the Ceilidh Trail programme;
- Detailed feedback (using onsite evaluation tools and Survey Monkey questionnaires) from learners and musicians at our weekly classes and residential fèisean, as well as members of the public in areas where we are looking to develop new work. For example 49 individuals in the community of Gairloch recently participated in a consultation exercise;
- A consultation process involving all 13 consortium partners in the Highland Youth Arts Hub project that has since shaped a new 10-year Youth Arts Strategy for the region;

- A number of tools developed by Research Scotland to evaluate Youth Music Initiative (YMI) projects.
- Peer reviews from Creative Scotland's Artistic and Creative Review Framework throughout 2016.

Attendance at a number of conferences in 2016/17 has affirmed the need for several strands of work in the 2018 – 2021 programme, including:

- Migrants Matter conference in Inverness in 2016 (work with migrant communities);
- ITAC3 conference in Edinburgh in August 2016 (training and development for artists working in participatory settings and international knowledge exchange opportunities);
- An event on heritage festivals and tourism organised by the Intercultural Research Centre at Heriot Watt University in March 2017 (Ceilidh Trail project);
- The Criminal Justice Voluntary Sector Forum 'Strengthening Engagement' event held in Inverness in March 2017 (partnership project with HMP Inverness).

Further demand for the proposed programme of work is evidenced by the number of people engaging with Fèis Rois.

- In 2017, we saw a 25% increase in attendance at our Fèis Rois Oigridh event on the previous year (a week-long multi art form course for children of upper primary school age and transitioning to S1);
- For the past three years, the 250 workshop places available at Fèis Rois Inbich (Adult Fèis course) have sold out;
- In 2015/16:
 - 9,345 people took part in participatory arts (primarily music making) activity offered by Fèis Rois;
 - 1,144 people performed in 162 public performances to audiences of 16,507 (this does not include an additional 49 performances in participatory projects to peers);
 - 638 musicians, artists and creative practitioners benefitted from paid work and a further 302 benefitted from free training and CPD opportunities;
 - The work of Fèis Rois reached 60% (19 of 32) of Scotland's Local Authority areas.

7.2 — EVALUATION

Fèis Rois will use a number of tools to evaluate the success of its 2018-2021 programme, including:

- Evaluation questionnaires (in paper form and digital resources including Survey Monkey and the Creative Impact Star developed by the Time to Shine team at Creative Scotland);
- Face to face conversations and telephone feedback;
- On site project evaluation techniques, including post-it notes, maps and other creative tools;
- Inviting open feedback from audiences on social media;
- Lesson plans and records kept by teaching artists showing the progress of participants;
- Digital evaluation, particularly through film documentation.

In addition, Fèis Rois is currently working with research partners at Glasgow Caledonian University and the University of the Highlands and Islands to better understand the impact of its work on communities.

We will seek to measure the impact of our work in:

- Enabling more people to develop their music and music making skills;
- Tackling inequalities and enabling those who would not normally have the chance to participate take part in music- making opportunities;
- Contributing to a diverse, skilled and connected workforce in the arts and creative industries in Scotland as artists and creative practitioners feel more confident and have increased their skills for working in participatory settings;
- Reducing social isolation, building community, and contributing to a sense of place;

Please see the tabled Artistic and Strategic Plan at section 3 for detailed outputs and outcomes.

7.3 — FUNDRAISING

Fèis Rois has an excellent success rate in securing grant income. During the lifetime of the 2018 – 2021 development plan Fèis Rois will continue to apply for a wide range of grants from trusts, foundations, government agencies, local authorities and others. However, the focus will be on exploring and developing new areas of income generation to help ensure a sustainable future for Fèis Rois. The six development areas include:

Increasing grassroots fundraising

For example, Fèis Rois's lifelong learning performance group, Fèis the Music regularly performs in the community, which raises the profile of Fèis Rois, as well as raising funds that go back into supporting the organisation's activities.

Developing merchandise opportunities

Fèis Rois has a number of products for sale at its events. However, there is an opportunity to use its alumni to create new products, including CDs and tune books which can be sold to raise funds for new activities.

Selling services

There is opportunity for further development in three areas:

- **Agency:** providing musicians to perform at local and national events
- **Education:** providing bespoke projects for schools, as well as offering a project management service to local authorities
- **Cultural tourism;** developing strategic partnerships with mainstream tourism providers

Developing sustainable project models

Fèis Rois's lifelong learning programme is an excellent example of a self-sustaining project that does not require external grant support. Fèis Rois should strive to ensure that the weekly classes programme for children and young people is also self-sustaining by 2020; Fèis Rois plans to pilot a new Gaelic/traditional music label/mechanism in 2018 that has the potential to generate revenue.

Accessing corporate giving / corporate social responsibility

This is a key area of development for Fèis Rois. There is potential to:

- Access funds from local wind farms
- Unlock match funding from the Arts & Business Scotland New Arts Sponsorship Grants

Increasing individual giving opportunities

Fèis Rois currently receives a number of donations annually and accesses gift aid on these donations. However, there is a need to develop a more strategic approach to individual giving. In the period 2018 – 2021, Fèis Rois should develop:

- Text giving
- Online giving
- Regular individual giving
- Legacy giving

7.4 — VOLUNTEER DEVELOPMENT

Fèis Rois has a strong reputation and, as such, attracts a wide range of volunteers to help with the following areas of its work:

- Governance (The Board is voluntary)
- Fundraising
- Projects
- Administration

During the lifetime of this development plan, Fèis Rois will hold an annual volunteer day. This will be an opportunity for people in the community to meet the staff team and Board of Directors, and to find out about a wide range of ways in which to get involved in supporting the work of Fèis Rois.

Appropriate training will be provided for all volunteers.

Fèis Rois will develop opportunities for young people to volunteer and ensure that their volunteering is recognised by offering them the opportunity to work towards a Youth Achievement Award, Saltire Award and/or Arts Award.

7.5 — ALUMNI

Since Fèis Rois was established in 1986, many thousands of people have participated in Fèis Rois activities and feel part of a “community” or “family.” This is apparent in a short film made to celebrate 30 years of Fèis Rois and available to view at www.youtube.com/feisrois.

There is an opportunity to ensure the sustainable future of the organisation through the increased involvement of its extensive alumni.

Many of the most well-known traditional musicians working in Scotland today are graduates of Fèis Rois.

These include: **Mairearad Green, Matheu Watson, Corrina Hewat, Olivia Ross, Rachel Newton, Lauren MacColl, Mike Bryan, John Somerville, Barry Reid, Fraya Thomsen, Fiona Black, Rachel Walker, Mischa MacPherson, Innes White** and many more.

Fèis Rois will launch an alumni strategy that engages former participants in a number of high profile events, but also retains their involvement in the future. The strategy will include:

- Continuing to provide opportunities for alumni to: return to teach on Fèis Rois programmes; attend training and CPD events; experiment and create by commissioning new work;
- Increasing the profile of Fèis Rois by asking all alumni to link to the Fèis Rois website from their websites and, when appropriate, to mention Fèis Rois when they are performing;
- Generating new income for Fèis Rois by inviting alumni to contribute an original composition to be included in a new Fèis Rois music book with all proceeds being reinvested in activities for the next generation of traditional musicians
- Inviting alumni to consider individual and legacy giving.

8

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Financial Management

Fèis Rois has robust financial management systems in place and considerable experience of successfully managing and delivering large scale and multiple year projects. Two examples include:

- A £400,000 grant awarded by Creative Scotland to establish a new Youth Arts Hub for the Highlands during the period 2014-2016;
- A £161,000 contract from Dumfries & Galloway Council in 2016/17 to deliver a Youth Music Initiative project in every primary school in the region. This was the fourth year that Fèis Rois was invited to tender to work with Dumfries & Galloway Council on this project and the work will be further developed for a fifth year in 2017/18.

The Fèis Rois Chief Executive Officer has overall responsibility for the day to day financial management of the company. She is supported by the Office Manager.

8.1 — FINANCIAL CONTROLS, MONITORING AND REPORTING

The Board of Fèis Rois takes seriously its financial and legal fiduciary responsibilities and, as such, has ensured that a number of financial controls are in place, including:

- A scheme of delegation for the Chief Executive;
- A number of office procedures followed by the staff team managing project budgets (see example given below);
- Regular meetings of the Executive Group of the Board to scrutinise the company finances;
- Preparation of quarterly management accounts for the Board of Directors and funders;
- An annual audit. The company accountant is invited to present the accounts at the AGM.
- Submitting audited annual accounts on time to both Companies House and OSCR.

The company accountant and auditor is Saffery Champness, Kintail House, Beechwood House, Inverness, IV2 3BW.

One example of a routine financial control process within the company is that which is followed when an invoice comes into the office for payment:

1. Invoices are checked by the Office Manager to identify the project to which they relate, and then passed to the relevant Project Manager;
2. The relevant Project Manager then checks the invoice as follows:
 - a. Is the date correct?
 - b. Has the person/business submitting the invoice included their full name and address?
 - c. Are the items being invoiced for legitimate expenditure i.e. has the service been delivered, goods received or, in exceptional circumstances, has an advance on fees been agreed? Are they being charged at the correct rate?
 - d. Do the costs tally correctly?

3. Once the invoice has been checked, an invoice authorisation form is completed detailing the relevant project to which the invoice is being allocated. Where appropriate, the expenditure should be split into the relevant cost centres for the particular project. Each Project Manager has an Accounts Nominal Coding List detailing the codes for each cost centre.
4. The form should be completed with the date of the invoice and the date it was received in the office and then signed as checked and stapled to the invoice.
5. If the invoice is for more than £500 it needs to be approved by the Chief Executive, duly signed, and passed to the Office Manager for payment. Invoices of £500 or less can be approved by the Office Manager.
6. Invoices are paid on the Friday of the week they are received and approved. Once paid, the Office Manager emails a remittance advice, enters the data on the SAGE accounts, and updates the relevant budget monitoring spreadsheet so Project Managers have an accurate picture of their project spend at the end of each week and can ensure the project is on track to be within budget.

8.2 — BUDGETS

Fèis Rois sets detailed annual budgets that clearly reflect the programme of work set out within this Business Plan. These budgets will be submitted, along with a copy of this plan, to funders when applying for support.

The annual budget is prepared by the Chief Executive Officer and approved by the Board of Directors.


The budget is split into the following broad headings:

INCOME

1. Earned income (programme income, fees from service delivery contracts and “other,” which encompasses agency fees, instrument hire fees, merchandise sales, etc);
2. Fundraising, sponsorship and donations
3. Grant funding (e.g. from trusts, foundations, Creative Scotland, Highlands & Islands Enterprise and others)

EXPENDITURE

1. Artistic Programme (a further detailed budget is prepared for each individual project showing all costs, including fees paid to artists aligned to current MU rates of pay)
2. Core Staff Costs and Overheads
3. Other Expenditure (e.g. instrument bank maintenance, bursaries, fundraising costs and goods purchased for resale)



Fèis Rois has provided access to top quality tuition, as well as opportunities to meet and perform with other musicians, that would not otherwise have been available in my area as a youngster growing up in the Highlands. Attending The Ceilidh Trail was also a realistic preparation and training for life as a musician and, without this, it is very doubtful that I would have ever become a professional musician. In the 15 years that I have been a professional musician I am so grateful to Fèis Rois for such an inspiring musical community that I have grown with, and also for so many employment opportunities that have supported and developed my career. A particular highlight was working in collaboration with Drake Music Scotland when Fèis Rois commissioned me to write new music to be performed by professional musicians and the pupils of St Duthus Special School in Tain, Ross-Shire.

Mairearad Green, Musician & Composer



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Risk Management

The definition of risk management is the identification, assessment and prioritisation of risks followed by coordinated and economical application of resources to minimise, monitor and control the probability and/or impact of unfortunate events or to maximise the realisation of opportunities. Risks to Fèis Rois can come from a wide variety of sources:

Risk Category	Possible Risk	Affects	Counter-measures, mitigation, contingency to reduce risk
Financial	A downturn in fee income from course participants makes activities uneconomic.	Risk to classes continuing.	Information tracking system is used as a tool for identifying problems at an early stage and additional promotion is targeted at lapsed attenders and potential new comers.
Financial	Cutbacks in public funding means that core funders are no longer able to support Feis Rois.	Risk of FR becoming insolvent.	FR compiles a database of foundations and alternative sources of funding (e.g. Children in Need) and makes applications to as wide a range of sources as possible. In particular funds that are not the traditional arts funders. FR also works to continue to increase earned income.
Financial	Charitable foundations no longer have funds to invest at previous levels due to lower yields on their endowments.	Risk of FR becoming insolvent.	Track new funding sources such as: EU Lesser Used Languages Bureau.
Financial	Fundraising from the public does not yield successfully.	Reduced funds to maintain certain work streams.	Use information tracking system to establish what is working and what is not. Use the website to consult users about what they want from FR and make sure they understand the true costs of the services being offered.
Financial	Insufficient consideration of diversification.	Reduced funds to maintain certain work streams and missed opportunities to develop others.	Consider the viability of new areas of work including trading subsidiaries if appropriate and ageing Ross-sire population.
Financial	Too much diversification draws energy and focus away from core of business.	Core work streams not delivered resulting in reputational loss and possible financial problems.	Ensure focus remains on original core work.
Financial	Funding allocated too tightly with insufficient slack for unforeseen circumstances.	Core work streams not delivered resulting in reputational loss and possible financial problems.	Ensure there are adequate reserves available.
Staffing/ Board Directors	Insufficient knowledge on Board of Directors as Trustees gradually step down after serving initial 3-year cycle or maximum 6-years on the Board.	Strong governance of FR.	Recruit early in the year for new Directors to join at annual AGM (November).
Staffing/ Board Directors	Poor/inappropriate behaviour by staff member or Board Director.	Reputational damage to FR.	For staff, follow procedures outlined in staff handbook; All Board members sign up to a Code of Conduct when joining.
Staffing/ Board Directors	Staff working beyond full capacity.	Risk of staff illness and/or inability to manage unforeseen issues due to capacity.	Board to ensure staff health and wellbeing through reducing workloads if beyond capacity.

Risk Category	Possible Risk	Affects	Counter-measures, mitigation, contingency to reduce risk
Project failures	A project collapses because one of the partners pulls out.	Project cannot continue risking any funding granted and FR reputation.	Have a project development plan for all partnership working which clearly identifies roles and responsibilities and ensures that progress is monitored and difficulties identified at an early stage so that action can be taken to protect FR reputation
Project failures	Poor quality tutor / teaching artists.	Risk of complaints, loss of reputation, project fails.	Tutors must be made aware of what is expected of them when contracted, supported in delivery and given feedback on their individual performance. FR offers regular CPD and training to musicians and artists working in participatory settings.
Legal liabilities	One of the young people is put at risk whilst taking part in a FR activity.	High risk to reputation. Puts FR under threat of legal challenge.	All staff PVG checked as appropriate. All staff are made aware of the importance of consistently high standards of child protection and this is constantly renewed to ensure that best practice is being applied across the board.
Legal liabilities	Feis Rois is found to have insufficient policies to cover likely eventualities.	High risk to reputation. Puts FR under threat of legal challenge.	HIE "Board Health Check" found no policies lacking in November 2016. Board review policies annually.
Accidents	One of the young people suffers injury or damage whilst taking part in a FR activity.	Risk to reputation. Puts FR under threat of legal challenge.	Ensure that insurance cover is appropriate for the work being undertaken Ensure that all venues being used for FR are checked in advance and have the appropriate licensing/public liability cover. Avoid using private premises for public activities. Where possible use education authority buildings.
Environmental conditions	Increased costs of fuel make budgets unsustainable.	Core work streams not delivered resulting in reputational loss and possible financial problems.	Develop and maintain an Environmental Policy to minimise consumption of fossil fuels and increase use of recyclables materials. Develop 'virtual Fèis' activities.
IT	Significant IT event / outage occurs.	Office can't operate, website down.	Develop business contingency measures.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Fèis Rois offers a clear ladder of progression and enables people of all ages to participate in the traditional arts to whatever level they choose to do so, up to and including professional work. - Fèis Rois is a leading and well-respected organisation in the arts sector, particularly in the field of music education (both in the formal sector and in the community). - Fèis Rois is an organisation that others want to work with. It has developed successful collaborative projects locally (e.g. Highland Youth Arts Hub); nationally (e.g. working with Celtic Connections, Aberdeen International Youth festival, Traditional Music Forum and others) and internationally (e.g. working with the National Celtic Festival in Australia and the successful knowledge exchange project with partners in Romania). 	<ul style="list-style-type: none"> - A lack of Gaelic speaking staff. This can be developed through training and CPD. - An ageing instrument bank becomes increasingly expensive to maintain. Fèis Rois will encourage volunteers to help maintain the service and members of the community to donate instruments through an “instrument amnesty.”
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Digital technology presents many opportunities, including the possibility of developing more live web based interaction. - Fèis Rois has the opportunity to grow its work with older people following the success of the lifelong learning programme which has been developed in recent years. - Fèis Rois has the opportunity to increase its engagement with alumni, which will support the future sustainability of the organisation. 	<ul style="list-style-type: none"> - The Scottish Government choosing not to continue investing in the Youth Music Initiative would be a threat to Fèis Rois. - Increased consumer choice means more competition for leisure time / spend - Local Authority funding is under pressure as a result of downwards pressure from national government

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Music students enrolled on full time courses with Lews Castle College (LCC) Benbecula campus of The University of the Highlands & Islands have greatly benefitted from the consistently high quality learning and performance opportunities which Fèis Rois offers outside term time, e.g. Ceilidh Trails, Senior Fèis and Adult Fèis.

Our BA Applied Music teaching and learning materials cite Fèis Rois as a primary case study for successful engagement with communities all over Scotland to provide quality learning to musicians at all levels of achievement - from the beginner to the emerging artist, teaching practitioner and coordinator.

The Ceilidh Trails provide fantastic focus for students to meet, perform with and learn from professionals and other young musicians from across Scotland outside of the formal college environment. This is extremely valuable to many of our young people who are developing a portfolio of skills for a career in the music industry and require the chance to hone their skills through this experience working in a professional and supportive community context. These elements are often mutually exclusive - and in this respect Fèis Rois delivers with integrity and ambition.

As an organisation Fèis Rois explores opportunity and initiatives within the broader landscape of the arts and education and in so doing practice the very same entrepreneurship required of the emerging professional musician developing a portfolio career in music. The more we explore the organisation, the more we can see the educational value inherent in its approach as well as the excellent programmes delivered on a day to day, week to week, month and annual basis.

The securing of the graduate placement programme for a Project Coordinator is a fantastic development and functions to highlight the need for integrated and innovative approaches to organisation in music and the arts. The post was secured by a BA Applied Music graduate from UHI who has strong musical, interpersonal, organisational and multi-media skills. He is supported by Fèis Rois to develop his skills and shape his development and direction. This placement has been very valuable in signalling to peers the importance of developing a portfolio of skills followed by focused application of those skills.

Anna-Wendy Stevenson, Programme Leader,
BA(Hons) Applied Music, University of the
Highlands & Islands

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