

fèis rois



# BUSINESS PLAN

2025  

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2028





*Fèis Rois has been a constant in my life. It is of massive significance to me that the organisation I grew up learning music from is now one of my main employers. Over the last decade I estimate that*

*employment from Fèis Rois represents on average 20% of my annual income, and some years a significantly higher percentage.*

*When relocating home to the Highlands after studies in the central belt, it was hugely important to me to develop a portfolio career including working for employers based in the Highlands, and the organisation has been very supportive of my career at various stages. Firstly, employing me in roles as both supervisor (pastoral care) and tutor when I was a graduate, providing an opportunity for me to learn and grow within these roles from mentors with vast skills. Secondly, commissioning a new body of work from me at a mid-career stage which led to touring, recording, television opportunities, and further commissioned work. Latterly, the work I do for Fèis Rois is workshop based and allows me to share the skills I have built up with a wide variety of ages and abilities across the Highlands.*

*I believe the work that Fèis Rois creates to be multi-faceted, enriching, and hugely rewarding. They are a very fair employer and having recently become a parent, I have felt very supported with returning to work and supporting the fragile balance of self-employed work versus childcare.*

*Fèis Rois has always connected with community, and I was recently lucky to be involved as a participant on their lullaby project in my local community. This opportunity was a perfectly curated, gentle space for new mothers and care givers to explore their creativity during a challenging time.*

*I believe it to be very important that young people witness the creation, recording, performing and sharing of new music in the Highlands by artists who live and work there. It is this investment in local people that enriches the Highland cultural landscape and instils a perception of parity of place with opportunities in the central belt. In investing in the commissioning of new music, Fèis Rois invest in projects which permeate the local community, the music scene nationally, and contribute enormously to Highland life.*

**Lauren MacColl,**  
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# CONTENTS

Executive Summary	4
Vision and Purpose	7
Artistic and Strategic Plan 2025 – 2028	9
Cross-cutting Themes (EDI, Environment, Fair Work, Gaelic)	16
International Projects	20
Governance, Leadership and Staffing	21
Marketing and Communications	22
Monitoring and Evaluation	23
Financial Management	24
Risk Assessment and External Factors	26
List of Appendices	27

# EXECUTIVE SUMMARY

Fèis Rois (*meaning "Ross-Shire Festival" in Scottish Gaelic*) provides transformative opportunities for people of all ages to access, participate in and enjoy Scottish traditional music and Gaelic cultural activities.

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 way that supports them to develop social skills and inspires them to reach their full potential.

At the same time as taking a place-based approach to its work in Ross-Shire, Fèis Rois has a national and international reach.

Central to Fèis Rois's annual programme remains a series of fèisean (*music schools or tuition festivals*). These fèisean bring people together to learn and develop skills in traditional music over a number of days, as well as exploring a range of other art forms and the Gaelic language. There is the opportunity to perform, compose, arrange, take part in sessions, and to attend concerts featuring some of Scotland's leading traditional musicians. The fèisean are supported by a busy year-round programme of music making activities in both the formal and informal education sectors.

In December 2023, Fèis Rois won the Community Project of the Year award at the televised MG Alba Scots Trad Music Awards. People and communities are central to the work of Fèis Rois, and the organisation places wellbeing, fun, creativity and music at the heart of everything it does. Fèis Rois has successfully won the trust and respect of the communities in which it works.

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.

Despite the 'perfect storm' of challenges facing the cultural sector following the pandemic and through the cost-of-living crisis, Fèis Rois can evidence a trajectory of growth with the charity's income steadily increasing over the past 14 years as illustrated here:

2010.....£ 380,000

2014.....£ 660,307

2018.....£ 673,354

2022.....£1,000,038

The average annual income for the period 2020 to 2023 is £859,246.

## Impact and Reach

In 2021/22, Fèis Rois commissioned consultants Steve Westbrook and Sandy Anderson to write an independent report exploring the range of social, economic and cultural impacts that the work of Fèis Rois generates. The consultants drew impacts from the activity carried out in 2019/20. They estimated that, in total, the activity of Fèis Rois supported 31.5 full-time equivalent jobs (FTEs) across Scotland in 2019/20, including 20.5 FTEs in the Highlands; generating an annual income from employment of almost £850,000. The report shows that 45% of the charity's expenditure in 2019/20 went directly on fees to 210 individual freelance artists and creative practitioners, with further spend on travel, accommodation, subsistence, and training for freelancers.

As the charity continues to recover from the impact of the pandemic, in 2023/24, Fèis Rois provided paid employment for 180 individual freelance musicians, artists, and creative practitioners. This included:

67 male professionals

87 female professionals

26 paid student / graduate opportunities (13 male and 13 female)

Many of these freelance musicians secured several contracts to work on multiple projects for Fèis Rois. This work included performing, teaching, and composing, and provided regular income for artists living in often fragile Highland communities. As shown by the figures above, Fèis Rois is committed to the Keychange Pledge of contributing to transforming the gender balance of the music landscape.

In 2025/26, Fèis Rois plans to contract 229 freelance musicians, artists, and creative practitioners to work with approximately 850 people in the community and with 6,000 school pupils and their teachers. It is expected the work of Fèis Rois will reach direct audiences of 10,000+, and many more people will hear Fèis Rois musicians perform at major festivals such as Tartan Heart at Belladrum and Cambridge Folk Festival. The charity has a good digital reach and sets out plans to increase its digital audience in a separate marketing strategy document.

## Finance

During the financial year 2025/26, Fèis Rois anticipates earning almost a third (32%) of its annual income through delivering services for Local Authorities, charging fees for some of the music tuition courses it offers, through sales of merchandise and by charging small fees for community performances. The remaining income in the financial year 2025/26 comprises:

40% Creative Scotland

14% Other Public Funds

9% Trusts and Foundations

3% Local Authority Core Funding

2% Donations and General Fundraising Activity

Although Fèis Rois charges for some of the tuition it offers, many of the organisation's activities are free for children, young people and communities to access, and other activities are offered on an affordable 'pay what you can' basis.

Fèis Rois wants to see more people from all parts of society accessing, participating in, and valuing traditional music and the Gaelic language. The year-round programme for the period 2025 to 2028 will include 6 key strands of work:

## Strengthening Communities

A wide range of music making activities taking place after school, at weekends, during holidays and in the evenings for both young people and adults. This work includes targeted programmes for care experienced young people and for children and adults with additional support needs, including those experiencing mental health problems. Fèis Rois prioritises involving young people in shaping their community and provides opportunities for families to enjoy traditional music together.

## 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. As one of the four contexts for learning, Fèis Rois supports personal development and achievement for all children and young people.

## Experimentation and Showcasing

This workstream includes commissioning, touring, showcasing, recording, and the development of the acclaimed Fèis Rois Ceilidh Trail project; a professional development opportunity for young musicians aged 16 to 25 and an important cultural tourism initiative with

more than 50 performances taking place in July and August each year. This strand of work also includes the development of a large-scale new commission in 2025 and a number of showcasing opportunities to celebrate 40 years of Fèis Rois in 2026.

## Strategic Partnerships

Fèis Rois has a strong track record of being the lead organisation in a number of Highland-wide projects, including Highland Youth Arts Hub and Highland Culture Collective. During the period 2025-2028, Fèis Rois will work with key partners, including Highland Third Sector Interface, Highland Good Food Partnership, Highland Council, UHI and others to collaborate on projects addressing the climate emergency, and on projects with Equalities, Diversity and Inclusion at their heart.

## International Projects

Fèis Rois has long-established partnerships with many organisations in the UK (*Cambridge Folk Festival, Sidmouth Folk Festival, Lowender and Trac Cymru*), Europe (*primarily in France, Ukraine and Romania*), and Australia (*National Celtic Festival*). Going forward, Fèis Rois is committed to developing innovative and sustainable ways of strengthening international collaboration and promoting artistic and cultural exchange. During the period of this business plan, Fèis Rois plans to work with The University of Lapland and partner organisations from 9 European countries on an Arts in Education project that will explore ways in which arts organisations can utilise digital tools in schools to support children and young people to better understand their cultural heritage. A new commission will also build links with musicians of Caribbean heritage. The work will tell the story of Highlanders who engaged in, or benefitted from, the slave trade in the Caribbean Islands and Guyana and give voice to those who suffered from these crimes against humanity.

## 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 and mentoring for staff and freelance artists. There will also be regular traineeships for young musicians, as well as the pathway of progression for performers offered through the monthly performance group for young people of secondary school age and the Ceilidh Trail programme for young people aged 16 to 25.

## 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 island of Barra in 1981, where people were concerned that the Gaelic language and culture were in decline. A strings instructor from Ross & Cromarty attended that first Fèis and, with others, went on to found Fèis Rois in 1986. With investment from the Local Authority from the beginning, Fèis Rois has been able to grow nationally and operate at a much larger scale than the many grassroots, volunteer led Fèisean that have since emerged across Scotland and who are supported by umbrella body, Fèisean nan Gàidheal, which was founded in 1991 to provide support to the volunteers running these Fèisean.

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 Ross & Cromarty. The fèisean supported by Fèisean nan Gàidheal work exclusively with children and young people whereas the work of Fèis Rois reaches people of all ages.

Around 50 young people attended the first residential Fèis Rois event in 1986 and the organisation has grown ever since. Today, Fèis Rois provides opportunities for thousands of young people and hundreds of adults to learn skills in traditional music, 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 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

During the period 2025 to 2028, The outcomes that Fèis Rois seeks from its work, include:

- Children, young people and adult learners develop their music making skills and their knowledge of traditional Scottish music and the Gaelic language;
- More people from all parts of society have the opportunity to take part in traditional music and Gaelic language activities;
- Traditional musicians in the Highlands and across Scotland have the opportunity to make work of quality and ambition;
- Social isolation and loneliness is reduced;
- International collaboration is strengthened, and young people and professional artists have the opportunity for cultural exchange.

### We will do this by:

- Delivering a traditional music and arts education programme locally, nationally and internationally.

- Investing in person-centred approaches to ensure equal opportunities for people to access high quality music-making experiences
- Providing opportunities for learners and professional artists to perform, compose, experiment and create.
- Reducing loneliness and social isolation by bringing people together to enjoy music-making experiences together.
- Building and developing local, national and international partnerships that maximise mutual benefits and help to create an ecology in which artists and creative people can thrive.

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, ambitious work that enriches life in Scotland for everyone.

## MANAGEMENT STRUCTURE

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 Robertson House, Greenhill Street, Dingwall, Ross-shire, IV15 9JQ.

## VISION AND PURPOSE

### OUR VISION

A Scotland that nurtures, values, and celebrates traditional music and the Gaelic language at home and around the world.

### OUR PURPOSE / MISSION:

To create transformative opportunities for people of all ages to engage with traditional music and the Gaelic language.

### DELIVERED THROUGH INVESTMENT IN:

#### PEOPLE

- Musicians
- Creative practitioners
- Staff
- Participants
- Audiences.

#### EDUCATION

- Informal
- Community
- School
- FE/HE partnerships
- Digital.

#### ART

- Traditional music
- Commissioning new music
- Recording
- Showcasing
- Occasionally, the wider traditional arts of storytelling and dance.

#### COMMUNITY

- Gaelic
- Cultural heritage
- Place
- Collaboration
- Performances at local events.

#### ENVIRONMENT

- Connecting traditional music, Gaelic and culture with the land.
- Sustainable international collaborations.
- Responsible food and travel choices.

### TO ACHIEVE KEY OUTCOMES:

People develop their music making skills and knowledge of traditional music and the Gaelic language.

More people from all parts of society access traditional music and Gaelic language activities.

Traditional musicians have opportunities to make work of quality and ambition.

Social isolation is reduced for people of all ages.

International collaboration is strengthened.

### USING OUR TOOLS:

PEOPLE

PARTNERSHIPS

EVALUATION  
EVIDENCE

ASSETS

INVESTMENT

### OUR VALUES:

OUR VALUES WILL ENSURE THAT WE ARE AMBITIOUS IN ALL THAT WE DO AND THAT WE NURTURE OTHERS TO REALISE THEIR OWN AMBITIONS, AND THAT WE PLACE THE FOLLOWING AT THE HEART OF EVERYTHING WE DO:

PEOPLE

COMMUNITIES

WELLBEING

FUN

CREATIVITY

MUSIC

## Our Aims:

- To provide excellent learning experiences and performance opportunities in traditional music and Gaelic culture.
- To pass on the unique cultural heritage of Scotland to a new generation for them to interpret and make their own.
- To build community, friendship, and new collaborations through shared cultural experiences.
- To place wellbeing at the centre of all that we do.
- To inspire and empower people to achieve their full potential.
- To enable wider access to traditional music.
- To promote Scotland's unique traditional music and Gaelic culture internationally and to make connections throughout the world.
- To contribute to the creative economy of the Highlands & Scotland.

## Our Objectives:

- To deliver a traditional music and arts education programme locally, nationally and internationally.
- To provide opportunities for learners and professional artists to perform, compose, experiment and create.
- To increase engagement in, and grow audiences for, traditional music and Gaelic cultural activities.
- To reduce loneliness and social isolation by bringing people together to enjoy music-making experiences.
- To invest in person-centred approaches to ensure equal opportunities for people to access high quality music-making experiences.
- To build and develop local, national and international partnerships that maximise mutual benefits and help to create an ecology in which artists and creative people can thrive.
- To contribute to the development of a diverse and skilled sector through the delivery of training and professional development opportunities for artists and creative people.
- To provide employment opportunities for professional artists, creative individuals and young people.

## Our Operating Principles:

- Fostering a safe and secure environment in line with best practice.
- Having policies and procedures in place relevant to a charity working with young people, vulnerable adults and others.
- Committing to Fair Work principles, including a four-day week for staff, fair pay for all, flexible working opportunities and investing in training, learning and skills development.
- Maintaining acceptable standards of governance in line with statutory bodies and principal funders.
- Working in an environmentally sustainable manner.
- Developing the use of digital technology across the company.
- Ensuring that the organisation remains fit for purpose, and is financially secure, as the environment in which it works changes and develops.
- Contributing to the National Plan for Gaelic through the promotion and use of the Gaelic language, its music, culture and traditions.

# ARTISTIC AND STRATEGIC PLAN 2025 – 2028

Fèis Rois has set out an innovative and ambitious plan of work for the period 2025 to 2028. The work is divided into six areas: Strengthening Communities, Creative Learning, Experimentation & Showcasing, Strategic Partnerships, International Projects and Training & Professional Development. There are four themes that cut across all of the work, including: Equalities, Diversity & Inclusion, Environmental Sustainability, Fair Work and Gaelic. The work of Fèis Rois is underpinned by a number of core values:

- People and community are at the heart of all we do.
- Wellbeing, fun, creativity and music are central to Fèis Rois.
- We are ambitious and we nurture others to realise their own ambitions.

Although the work is divided across six areas, these areas complement each, often overlap, and enable a clear ladder of progression for those engaging with Fèis Rois. 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 (Training and Professional Development) and onto international collaborations (International Projects). Then, the former participant might return to work for Fèis Rois as a professional musician where they might be commissioned to write new music (Experimentation and Showcasing) or invited to teach on a wide range of projects, including targeted programmes for Care Experienced Young People or for adults experiencing mental ill health (Strategic Partnerships). This is a journey that has been taken by many musicians working in Scotland today, including Mairearad Green, Lauren MacColl, Innes White, and Conal McDonagh to name just a few.

The table set out below, and the information provided in the Cross-cutting Themes section of this Business Plan, shows an ambitious plan of activity that delivers against Creative Scotland's priorities of Quality and Ambition; Engagement; Equality, Diversity and Inclusion; Environmental Sustainability; Fair Work and International Engagement. See: <https://www.creativescotland.com/about/strategy>

The work that Fèis Rois will deliver during the period 2025 – 2028 also contributes to helping to achieve the following:

1. The aims and outcomes of Scotland's National Performance Framework. See: <https://nationalperformance.gov.scot/>
2. United Nations Sustainable Development Goals 4, 5, 8, 10, 11, 12, 13 and 15. See: <https://www.un.org/sustainabledevelopment/>
3. Article 31 of the United Nations Convention on the Rights of the Child that "respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity." See: <https://cypcs.org.uk/wp-content/uploads/2021/02/General-Comment-17.pdf>
4. The ambitions of Strengthening Culture, Transforming through Culture and Empowering through Culture as set out in the Scottish Government's 'A Culture Strategy for Scotland.' Fèis Rois is proud to be included as a case study on page 45 of this national strategy document. See: <https://www.gov.scot/binaries/content/documents/govscot/publications/strategy-plan/2020/02/culture-strategy-scotland/documents/culture-strategy-scotland/culture-strategy-scotland/govscot%3Adocument/culture-strategy-scotland.pdf>
5. Key outcomes in the National Gaelic Plan priority areas of increasing the use and learning of Gaelic in communities, homes, the creative industries, education (including adult education), business and the economy, See: [https://www.gaidhlig.scot/wp-content/uploads/2023/12/FINAL\\_BnG\\_National\\_Gaelic\\_Language\\_Plan\\_ENGLISH.pdf](https://www.gaidhlig.scot/wp-content/uploads/2023/12/FINAL_BnG_National_Gaelic_Language_Plan_ENGLISH.pdf)
6. Several of the outcomes outlined in Highlands and Islands Enterprise Strategy, including achieving a balanced population and growing skilled workforce; increased proactivity and entrepreneurialism; improved business and community leadership. See: <https://www.hie.co.uk/media/vc30zca/hie-strategy-2023-28-final-031023.pdf>



Diagram at <https://nationalperformance.gov.scot/>

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>Strengthening Communities Planned Activity</b>				<b>Strengthening Communities Outcomes:</b>	
<b>Fèis Rois an Earraich</b> <i>(Easter Holiday Fèis Week)</i> Up to 120 young people from P4 to S6 will have the opportunity to take part in a 4-day traditional music-making course with additional options to take part in step dance, drama, ensemble playing and song writing classes. The course will take place in three Ross-Shire communities and the public are invited to attend ceilidhs in Tain, Ullapool and Dingwall where young people will perform. No fewer than 12 freelance artists benefit from paid work.	✓	✓	✓	- Children, young people and adult learners develop their music making skills, and their knowledge of traditional Scottish music and the Gaelic language.	Creative Producer
<b>Fèis Rois nan Inbheach</b> <i>(The Adult Fèis)</i> A 3-day music tuition course for up to 250 adult learners ranging from beginners through to advanced players and singers. This course will take place annually in Ullapool over the May Bank Holiday weekend. There will be a choice of 45 different workshops each day, as well as one-to-one lessons for those with additional support needs, including neurodivergent and care experienced participants. In addition to the workshop programme, the Fringe programme will include lunchtime recitals, evening concerts, informal sessions, and Gaelic conversation circles. No fewer than 25 freelance musicians will benefit from paid work teaching and performing.	✓	✓	✓	- Fèis Rois contributes to ensuring greater access to, and participation in, traditional music and creative activities for all.  - Gaelic awareness is raised and an increased number of people are using the Gaelic language in community settings.	Creative Producer  <i>with support from the Chief Executive who also acts as the organisation's Artistic Director.</i>
<b>Tachartasan Còmhnaidh do Dhaoine Òga</b> <i>(Gaelic Medium Residential Courses for Young People)</i> Taking place annually in May and November, these 2.5 day-long courses will provide a unique experience for fluent Gaelic speaking young people from P7 to S3 to come together to learn skills in music and to use the Gaelic language informally and socially outside of school. There are places for up to 20 young people each weekend and no fewer than 5 freelance artists will be contracted per course.	✓	✓	✓	- More people living in Ross & Cromarty, and further afield, access and enjoy creative experiences.	Gaelic Officer
<b>Fèis Rois an Fhoghair</b> <i>(October Holiday Fèis Week)</i> A 5-day residential music making course taking place during the October break. Three parallel programmes will run for (1) children from P4-7; (2) young people of secondary school age; (3) young people with additional support needs up to the age of 25. Up to 100 young people will take part, and no fewer than 14 freelance musicians will benefit from paid employment through this opportunity each year. There will be opportunities for young people to perform and to be audience members.	✓	✓	✓	- There is increased sustained engagement of young people in innovative and challenging high-quality arts experiences.	Creative Producer
<b>Fèis the Music Residential</b> <i>(A weekend course for Fèis Rois community band, Fèis the Music).</i> Held annually in November, a minimum of 30 adult learners, many of whom are retired and/or have caring responsibilities, will benefit each year. They will work on their arrangements to perform at community events the following year.	✓	✓	✓	- Social isolation and loneliness is reduced for people of all ages by bringing people together through a shared community of interest.	Chief Executive / Artistic Director

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>Strengthening Communities Planned Activity</b>				<b>Strengthening Communities Outcomes:</b>	
<b>Weekly Community Classes in Traditional Music and Song</b> A programme of no fewer than 20 individual classes will be offered year-round for 34 weeks of the year, providing 680 hours of tuition led by a team of 7 freelance music tutors to a minimum of 120 participants in year 1 with an aspiration to increase participation by 10% each year. Classes will include: 9 classes for children and young people; 3 intergenerational classes; 8 classes for adult learners, including a weekly 'singing for health' group. The classes offer beginner, intermediate and advanced level tuition in accordion, clarsach (harp), fiddle, guitar and group music making. Fèis Rois has an instrument bank and offers free instrument hire for all participants. Weekly class participants will have performance opportunities in the community throughout the year.	✓	✓	✓	- Places, and the quality of life for those living in those places, are transformed by the opportunity to engage in regular sustained traditional music and arts activity.  - Children and young people increase their awareness of music and culture across Scotland, the UK and the world.	Community Engagement Officer
<b>Weekly Fèis Club</b> A free after school music club offering a total of 64 places to children and young people each week in areas of rural and/or social and economic deprivation, including Tain, Alness, Invergordon and Ullapool. This will take place year-round and provide paid work for 7 freelance musicians and 2 young trainee musicians. Limited to the adult to child ratios set out in the Fèis Rois child protection plan, there will be a small incremental increase in participant numbers year-on-year.	✓	✓	✓	- Children and young people influence or lead youth music opportunities, and have their voice heard in the design and delivery of projects.  - Children and young people who would not normally have the chance to participate take part in music making opportunities.	Community Engagement Officer
<b>Monthly Workshop Programme</b> Three separate strands of work will take place, once a month, including:  <b>1. The Kiltteam Fiddlers.</b> A performance group with predominantly fiddles, but all instruments are welcome. We will offer monthly workshops for young players of traditional music who are in P6 to S6. The sessions are completely free to attend and are aimed at intermediate and advanced players. It's a great chance for young people to learn new music, hone arranging skills and meet new people. The workshops will take place on the first Sunday of the month in Dingwall. There are two groups on offer, depending on playing level and age.  <b>2. Fèis Club for Care Experienced Young People (CEYP).</b> This 2-hour monthly session for young people of primary school age will enable CEYP from across Ross & Cromarty, and the wider Highlands, to come together to make music. There will be leadership roles for older CEYP.  <b>3. Cearcall Còmhradh.</b> A monthly online Gaelic conversation circle for Gaelic learners from the Highlands, Scotland and around the world to come together to practise speaking the language. A different topic and new vocabulary are introduced each month.	✓	✓	✓	- Parents and care givers have increased confidence in making music with their babies and children.	Community Engagement Officer  Gaelic Officer
<b>Tàlaidhean Ura</b> <i>(The Lullaby Project).</i> A heart-warming project which encourages women who are pregnant, or caring for babies and toddlers, to explore songwriting and come up with their own lullabies with support from professional musicians. In partnership with Carnegie Hall, New York, Fèis Rois will offer this project twice a year to cohorts of women and care givers in Highland communities for a 12-week block each time. A team of 6 freelance musicians will deliver the project and project participants have the opportunity to record in a studio environment.	✓	✓	✓		Community Engagement Officer

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>Creative Learning Planned Activity</b>				<b>Creative Learning Outcomes:</b>	
<b>Designing and Delivering Youth Music Initiative Projects in Primary Schools Across Scotland</b> Fèis Rois will collaborate with colleagues in a minimum of 3 Local Authority areas (Aberdeenshire, Dumfries & Galloway and Highland) to deliver Youth Music Initiative projects for pupils in primary and special schools. This work will include delivering: <ul style="list-style-type: none"> <li>A transition project for pupils moving onto secondary school in Aberdeenshire in a secondary school cluster identified each year by the Council.</li> <li>An 8-week traditional music project for approximately 140 classes in 97 schools in Caithness, Ross-Shire and Inverness.</li> <li>A 12-week traditional music project for all P5 pupils in every primary school in Dumfries and Galloway.</li> </ul> A team of 50+ freelance musicians will be contracted to deliver this work.	✓	✓	✓	- Teachers and learning providers have an increased awareness of the value of traditional music, the arts and creativity within learning and teaching in Curriculum for Excellence.  - Teachers and learning providers have an increased awareness of the role of music and the arts in closing the attainment gap.	Education Manager
<b>Developing and Delivering Bespoke Traditional Music Projects for Secondary Schools</b> Working in partnership with individual Highland secondary schools at their request, Fèis Rois will develop projects that raise awareness of the value of traditional music within learning and teaching in secondary school settings.	✓	✓	✓	- Children and young people increase their awareness of traditional music and cultural heritage in the communities in which they live and across Scotland.	Education Manager
<b>Developing and Delivering Bespoke Traditional Music Projects for Special Schools</b> Every year, Fèis Rois will work with pupils and staff in the three special schools in Highland to engage all pupils in a traditional music project, as well as delivering ASN work as requested in Dumfries & Galloway.	✓	✓	✓	- Children and young people develop their music skills.	Education Manager
<b>Creating Digital Resources</b> Fèis Rois will continue to develop digital resources in traditional music for teachers, learners and their parents/carers, including: <ol style="list-style-type: none"> <li>Further developing the content available on the Fèis Rois education website: <a href="http://www.feisroisfoghlaam.org">www.feisroisfoghlaam.org</a></li> <li>Building on the digital lessons and resources already available at <a href="http://www.youtube.com/feisrois">www.youtube.com/feisrois</a></li> </ol>	✓	✓	✓	- Children and young people have an increased awareness of both the Gaelic and Scots languages.	Education Manager
<b>Structured Student Placements</b> Fèis Rois will provide a minimum of 6 work experience placements each year for young people in secondary, further and higher education. These placements can contribute to credits for community music modules for those studying BMus Traditional Music at the Royal Conservatoire of Scotland.	✓	✓	✓		Education Manager

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>Experimentation and Showcasing Planned Activity</b>				<b>Experimentation and Showcasing Outcomes:</b>	
<b>Commissioning a Major New Work</b> Following the success of three previous commissions, <i>The Voyage of The Hector</i> , <i>The Seer</i> and <i>Gneiss</i> , Fèis Rois plans to commission a fourth work connected to place. The project will culminate with a new album, showcase performances, and a television programme.  This new work will tell the story of Highlanders who engaged in, or benefitted from, the slave trade in the Caribbean Islands and Guyana, and give voice to those who suffered from these crimes against humanity. Growing up in the Highlands, many Fèis Rois participants are unaware that the schools they attend were founded with money from the slave trade. Fèis Rois will commission former participants, now working as professional musicians, who attended Tain Royal Academy, Fortrose Academy and Inverness Royal Academy to collaborate with musicians from Guyana to create a necessary piece of work to shine a light on this difficult aspect of history. This international project will increase diversity, encourage experimentation and inspire artists and audiences.  Fèis Rois plans to commission the following Scottish musicians to work on this project (CVs available upon request): Adam Sutherland, Corrina Hewat and Laura Wilkie. If funding is secured, we will approach Guyanese folk musician, Gavin Mendonca and London-based Guyana UK Kwe Kwe Group, to invite them to collaborate with the Scottish musicians. We also plan to work closely with the Centre for History at UHI.  Year 1 (2025/26): Series of artist residencies leading to 45-minutes of new music being composed and arranged for multiple instruments and voice.  Year 2: (2026/27): Music is recorded and then performed in Inverness, Glasgow (Celtic Connections) and Edinburgh (EIF). Television programme is broadcast on BBC Alba.	✓	✓	✗	- The work of artists and creative people is valued by the community.  - Traditional musicians in the Highlands and across Scotland have the opportunity to make work of quality and ambition.  - International collaboration is strengthened, and professional artists have the opportunity for meaningful cultural exchange.  - More people have access to learning contemporary Scottish traditional music composed by some of Scotland's leading instrumentalists and singers.	Chief Executive / Artistic Director
<b>Publication of a Tune Book</b> Over the past 15+ years, Fèis Rois has commissioned many individual tunes and songs. As part of the celebrations planned to mark 40 years of Fèis Rois in 2026, for the first time, we will collate all of the individual tunes and songs that Fèis Rois has commissioned over the years and publish them in a new tune book that will be available digitally and in print.	✓	✗	✗	- There is a wider audience for traditional Scottish music in Scotland and around the world.	Chief Executive / Artistic Director
<b>Fèis Rois at 40!</b> Founded in 1986, we celebrate 40 years of Fèis Rois in 2026. We plan to mark this anniversary by bringing together 40 former participants who are now working professionally for performances in Ross-Shire in 2026 and at Celtic Connections in January 2027. We will also pitch for a documentary charting 40 years of Fèis Rois on BBC Alba.	✗	✓	✗		Chief Executive / Artistic Director
<b>Traditional Music Agency / External Showcasing Opportunities</b> Every year, Fèis Rois receives many requests to provide musicians to perform at local, national, and international events. It is expected that musicians from Fèis Rois, including teenage performance group, The Kilteam Fiddlers, students on The Ceilidh Trail, adult learners in community band, Fèis the Music and professional musicians will benefit from a minimum of 12 local community performances a year, 2 national performances and 1 international engagement annually. This might include gala days, fundraising events, collaborations with other arts organisations across Scotland and partnerships with colleagues in The British Council and Scotland's International Hubs.	✓	✓	✓		Chief Executive / Artistic Director <i>with support from the Creative Producer and the Community Engagement Officer</i>

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>Strategic Partnerships Planned Activity</b>				<b>Strategic Partnerships Outcomes</b>	
<b>The Catalina Ceilidh Project</b> Fèis Rois will work with Catalina House, the only care home in Ross & Cromarty offering specialist care for adults of all ages with mental health problems. A music project will be offered to all 27 residents. There will be an opportunity to participate in weekly music lessons and group music making sessions, as well as to take part in performances. In addition to learning new skills in music, the project will lead to feelings of improved self-worth; self-esteem; self-confidence and self-actualization (ref: Maslow's Hierarchy of Needs, the Study of Positive Human Qualities,1943). A team of 3 freelance musicians will lead the project for 4-hours each week for a minimum of 10 weeks each year.	✓	✓	✓	- Children, young people and adults who would not normally have the chance to participate take part in traditional music opportunities.	Community Engagement Officer <i>with support from the Chief Executive / Artistic Director</i>
<b>Bespoke Music Making Opportunities for Care Experienced Young People</b> Fèis Rois will continue to work with colleagues at The Highland Council to offer bespoke one-to-one music-making opportunities for Care Experienced Young People across the region. Due to a lack of placements in the Highlands, for many years, a significant number of Highland young people have been placed in care outside of the Highland Council area. The Highland Council is working hard to bring these children and young people home. As part of this process, having the opportunity to connect to the music and culture of their home area is very important.	✓	✓	✓	- New partnerships lead to community cohesion.  - Overall wellbeing is improved for the people who engage in Fèis Rois activities.	Community Engagement Officer <i>with support from the Chief Executive / Artistic Director</i>
<b>Annual Highland Pride Ceilidh</b> Fèis Rois will collaborate with the organisers of Highland Pride to stage an annual ceilidh open to everyone in the community. Fèis Rois will contract LGBTQ+ musicians with a connection to Fèis Rois to perform.	✓	✓	✓	- Through the delivery of an outdoor creative project, the risk of flooding is reduced at the site of the Fèis Rois office in Dingwall.	Community Engagement Officer and Creative Producer
<b>Community Music Garden Project.</b> Fèis Rois plans to work with several partners in Dingwall, as well as Highland Good Food Partnership, to increase green spaces around its office to help absorb excess heat and rainfall. A new sensory garden and performance space will be created for the whole community to enjoy. It will be a food growing garden with local seeds and species being grown that are adapted to the Highland climate and that have stories and connections to the people, music, and language of the community of Ross-Shire. Year 1 = Garden Build; Years 2 and 3 onwards = Programme of creative activities and performances in the garden	✓	✓	✓		Fixed Term Project Manager <i>with support from the Chief Executive / Artistic Director</i>
<b>International Projects Planned Activity</b>				<b>International Projects Outcomes</b>	
<b>FACILITATE Project</b> <i>'Fostering Technology-Supported Artistic Creativity for Cultural Awareness and Inclusive Learning in Policies, Practices, and Experiences'</i> Recognising the impact of Fèis Rois' work in Scotland, The University of Lapland and Leeds Beckett University in England have invited Fèis Rois to contribute to a 3-year (2024-2027) Europe-wide project that will explore ways in which arts organisations can utilise digital tools in schools to support children and young people to better understand their cultural heritage.	✓	✓	✗	- International collaboration is strengthened, and young people and professional artists have the opportunity for meaningful cultural exchange.	Education Manager <i>with support from the Chief Executive / Artistic Director</i>
<b>Exchange Programme with National Celtic Festival, Australia</b> Since 2013, Fèis Rois has developed a rich cultural exchange programme with the National Celtic Festival in Victoria, Australia. In 2025 and 2027, Fèis Rois will welcome an Australian young musician aged 16 to 25 on a 5-week stay to participate on The Ceilidh Trail. In 2026, a musician from Fèis Rois will travel to Australia for an extended stay, which will ensure high cultural value against the negative environmental impact.	✓	✓	✓	- Fragile minority language traditions are nurtured and exchanged.  - The Highlands, and Scotland are recognised globally as a unique, diverse, culturally rich and creative region.	Chief Executive / Artistic Director

Overview of Planned Activity, including summary of Key Performance Indicators	2025/ 26	2026/ 27	2027/ 28	Outcomes	Responsible for Delivery and KPIs
<b>International Projects Planned Activity</b>				<b>International Projects Outcomes</b>	
<b>Minority Language Cultural Collaborations</b> Fèis Rois has strong and established partnerships with Lowender (Cornwall), Trac Cymru (Wales) and Festival Interceltique de Lorient (Brittany). During the period 2025 to 2028, Fèis Rois will create new partnerships in Ireland and the Isle of Man. Musicians from Fèis Rois will have the opportunity to collaborate with musicians from the six P and Q Celtic language nations in person and online, and to perform together at festivals. 2025 – focus on Cornwall and Brittany 2026 – focus on Wales and Isle of Man 2027 – focus on Ireland	✓	✓	✓		Gaelic Officer <i>with support from the Chief Executive / Artistic Director</i>
<b>Training and Professional Development Planned Activity</b>				<b>Training and Professional Development Outcomes</b>	
<b>The Ceilidh Trail</b> This project started in the year 2000 and more than 150 former participants now work professionally in the arts / music industry in Scotland. During the period 2025 to 2028, up to 15 young musicians will have the opportunity to participate in a paid professional development opportunity every year. They will take part in an intensive training week before experiencing life as a touring musician for 4-weeks. More than 50 performances will take place in July and August each year, including at Cambridge Folk Festival and Belladrum. There are opportunities for young people with additional support needs to take part, as well as those performing at Conservatoire level.	✓	✓	✓	- Young people develop their skills for life, learning and work.  - Increased partnerships between the arts and tourism sectors through Ceilidh Trail performances.	Creative Producer <i>with support from the Chief Executive / Artistic Director</i>
<b>Tutor Training</b> Fèis Rois will deliver a comprehensive programme of training and professional development for freelance musicians and creative practitioners. Each year, this will include paying for and supporting freelancers to attend child protection training and emergency first aid at work training. Fèis Rois staff will also offer freelancers practical training sessions in: youth music activities, Gaelic language, time management, applying for funding, collaborating with class teachers and more.	✓	✓	✓		Education Manager <i>with input from whole team</i>
<b>Staff Training</b> All staff are required to take part in regular training around key topics such as equalities, inclusion and diversity, child protection and first aid. There is also an annual away day for all staff. Fèis Rois also invests additional time and money into the professional development of its staff team. Staff can request to participate in training at any time of the year, not just at an annual review meeting. Staff members engage in a wide range of training opportunities offered by external organisations, including ACOSVO, HTSI, C&B Scotland, HIE, QMU and others.	✓	✓	✓	- Ross & Cromarty is a place where traditional musicians and creative individuals want to live and work.  - Fèis Rois has a highly skilled workforce with leadership shown at every level of the organisation.	Office & Finance Manager
<b>Board Training</b> The Board of Fèis Rois have an annual away day and individuals on the Board are supported to develop their skills and confidence by taking part in a range of courses, including Culture & Business Scotland's 'Introduction to being a Board Member.' Fèis Rois participants aged 18 to 25 are encouraged to join the Board of Directors and they are offered appropriate support and training to enable them to contribute fully at Board meetings and to contribute to the future development of the charity.	✓	✓	✓	- Young people are empowered to contribute meaningfully to the future development of the organisation  - Fèis Rois maintains excellent standards of governance and is recognised as a leading arts organisation locally, regionally, nationally and internationally.	Office & Finance Manager



## CROSS-CUTTING THEMES

There are four themes that cut across all Fèis Rois activities. They are Equalities, Diversity and Inclusion (EDI); Environmental Sustainability; Fair Work and Gaelic Language.

### EQUALITIES, DIVERSITY AND INCLUSION

Fèis Rois has an equal opportunities policy (Appendix A) intended to help the organisation achieve its equality, diversity and anti-discrimination aims by clarifying the responsibilities and duties of all staff in respect of equal opportunities and discrimination.

#### Overarching commitments:

Fèis Rois will:

- Achieve a positive and balanced approach to equal opportunities by ensuring that the Board of Directors and staff team have a full understanding of the importance of equal opportunities.
- Provide equality of opportunity in employment through non-discriminatory employment practices and staff training. There is a ring-fenced budget for staff and tutor training.
- Develop and promote a programme of activities that 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 the equal opportunities policy and EDI Action Plan at quarterly Board meetings.

#### Recruitment:

Fèis Rois is committed to encouraging equality, diversity, and inclusion among its workforce, and eliminating unlawful discrimination. The aim is for the workforce to be truly representative of all sections of society and for each employee to feel respected and able to give their best.

All employment decisions are based on merit and the legitimate business needs of the organisation. Fèis Rois does not discriminate on the basis of race, colour or nationality, ethnic or national origins, sex, gender reassignment, sexual orientation, marital or civil partner status, pregnancy or maternity, disability, religion or belief, age or any other ground on which it is or becomes unlawful to discriminate under the laws of Scotland (referred to as Protected Characteristics) or the UK.

Anyone applying for a job with Fèis Rois can do so in a format that best suits them. For example, this might mean submitting a short video rather than applying in writing.

All freelance artists contracted to work for Fèis Rois are invited to complete an access rider and the organisation endeavours to meet the needs of individuals. The Access Rider template is available in Appendix B.

Fèis Rois sets out its fair work practices in Appendix D.

#### Programme:

Fèis Rois believes that everyone who wants to engage with Scottish traditional music and the Gaelic language should have the opportunity to do so regardless of age, disability, ethnicity, race, faith or belief, sex, gender identity, sexual orientation, education, socio-economic background, or caring responsibilities. The organisation aims to provide meaningful, high quality, person-centred, relationship-based opportunities, and understands that intersectionality means that certain individuals can face multiple layers of disadvantage and discrimination due to their characteristics and social backgrounds.

Fèis Rois plans to achieve its aims around equalities, diversity and inclusion by removing barriers to participation, working collaboratively with partners and, where appropriate, delivering targeted programmes of work.

A detailed explanation of the many ways in which Fèis Rois will achieve this is given in an Equalities, Diversity and Inclusion Action Plan (Appendix B).

## ENVIRONMENTAL SUSTAINABILITY

Fèis Rois acknowledges that the world is facing a climate and biodiversity emergency, and that urgent and collective action is required to keep the global temperature rise below 1.5°C and to adapt to the impacts of climate change. The Fèis Rois Environmental Sustainability Policy and Action Plan (Appendix C) encourages an environmentally responsible culture within Fèis Rois.

Recognising that the climate crisis requires collective action, Fèis Rois has a Green Champion (currently the Office and Finance Manager) and works collaboratively with Creative Carbon Scotland.

### Reducing Carbon Emissions

The organisation's Environmental Sustainability Policy and Action Plan (Appendix C) sets out the measures the organisation intends to take to reduce carbon emissions in line with Scotland's pathway to net zero. These include 6 measures to reduce energy emissions, 7 measures to reduce waste emissions, 9 measures to reduce emissions from travel, and 5 measures to reduce emissions from other sources.

### The Climate Emergency and Creative Programming

In addition to taking action that includes having a 4-day working week for staff, ensuring lights and electrical equipment are switched off when not in use, piloting the use of electric vehicles and incentivising people to car share and cycle, Fèis Rois also recognises its responsibility to promote and assist with the improvement and protection of the environment, and to encourage an environmentally responsible attitude within participants and audiences.

To this end, Fèis Rois will continue to develop environmental themed work that raises awareness of climate change. This will include inviting young people and musicians to compose new songs and incorporating storytelling into the programme at some Fèis Rois events. The work of Fèis Rois is intrinsically linked to people, place, landscape, and ecology, and all are affected by the climate emergency. Fèis Rois will collaborate with other organisations to raise awareness of the climate emergency and its impact on biodiversity in Scotland. New commissions will build on the Gaelic tradition of referencing the environment in the work. Further detail of the creative programme relating to environmental work is given in Appendix C.

### Adaptation and Mitigation

Fèis Rois recognises that there is a need to manage the impact of the climate emergency to ensure long-term business sustainability for the organisation.

The organisation has already evidenced during the COVID-19 pandemic that it was successfully able to, and has the infrastructural wherewithal to, deliver virtual lessons and music events online if need be. From a business continuity point of view, this backup functionality to be able to deliver virtual events is important given that the climate emergency may prove to impact Fèis Rois' ability to deliver in person events (flooding, storms, etc).

In terms of adaptation, Fèis Rois is committed to reducing food miles and using local food suppliers for its music courses, training days and events. The organisation will collaborate with the Highland Good Food Partnership to explore tangible ways to do this during the lifespan of its 2025 to 2028 Business Plan.

Fèis Rois also plans to create a sensory community garden with a new outdoor performance space for the whole community to enjoy. Uplifting concrete and paved spaces in favour of permeable green spaces will improve drainage on the site of the Fèis Rois office.

When no further emissions can be eradicated, Fèis Rois will calculate its total emissions at the end of each financial year and balance residual emissions by purchasing trees through an accredited programme at Trees for Life at Dundreggan. Trees for Life's conservation estate at Dundreggan is validated and verified under the Woodland Carbon Code, the gold-standard for woodland carbon sequestration.

## FAIR WORK

Fèis Rois is committed to the Scottish Government's Fair Work First policy and the vision that, by 2025, people in Scotland will have a world-leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.

Fèis Rois is striving to be an organisation which sees employees, freelance musicians and creative practitioners engaged in what we do, supported through training and development opportunities, and given effective voice, security and fulfilment through their work. We promote a respectful working culture and have progressive workplace policies in place.

Fèis Rois is an accredited Living Wage Employer having been certified by the Living Wage Foundation. No employee is paid less than the Real Living Wage with freelance musicians and artists paid in line with industry standard rates set by the Musicians' Union and the Scottish Artists' Union.

Fèis Rois is proud to be included as a case study in the 'Fair work with freelance workers' chapter of The Illustrated Fair Work Guide for Employers published on Creative Scotland's website at [www.creativescotland.com](http://www.creativescotland.com).

Fèis Rois has made a number of recent commitments to fair work that contribute to increased productivity and innovation, a greater ability to attract and retain employees, and reduced absenteeism. The most significant commitment Fèis Rois has made to Fair Work was in moving to a 4-day week with no loss of earnings for all staff in January 2022. This was a result of a period of dialogue and challenge where workers' views were sought out, listened to and, ultimately, led to this significant change in working practice for the organisation. The organisation offers flexible working for all staff, as well as the option to work from home or from the office. This has a particularly positive impact for working parents, those with caring responsibilities and employees with disabilities.

Fèis Rois sets out its commitments to the five fair work dimensions of **effective voice, opportunity, security, fulfilment** and **respect** in detail in its Fair Work Statement (Appendix D to the 2025 – 2028 Business Plan).

In summary,

**Effective Voice:** At Fèis Rois, we believe in empowering employees' voices and establishing this through many avenues of engagement including all staff meetings and, at a minimum, monthly opportunities for employees to chat with their line managers in one-to-one meetings. Fèis Rois is a small organisation with only 6 FTE employees and has not been asked to recognise any trade union, but we would respond appropriately should that be the case in future.

**Opportunity:** Fèis Rois sets out its commitments to equal opportunities in its Equalities, Diversity, and Inclusion Policy (Appendix A to the 2025 – 2028 Business Plan). We run a fair and transparent recruitment process with all job opportunities being advertised, and by having regular open calls for freelance artists to work on projects. We regularly have opportunities for trainee musicians to work on our programmes and we support talent and leadership development in a range of different ways.

**Security:** Fèis Rois offers security to its employees by having collective agreements for pay and conditions, a clear and transparent pay scale which pays above the Real Living Wage, and fair opportunities for sick pay, pension contributions and maternity / paternity / adoption leave.

**Fulfilment:** Fèis Rois has an excellent reputation for providing opportunity and fulfilment for its workforce. There are clear opportunities for training, personal growth, and career development with an annual budget ringfenced for staff and tutor training. Individual members of the staff team have autonomy over their areas of the organisation and can use their skills to exercise some control and make a difference.

**Respect:** Fèis Rois fosters a culture of respect and dignity in the workplace where staff are free to work without experiencing these four unacceptable behaviours: bullying, harassment, discrimination and victimisation.

## GAELIC

The National Gaelic Plan sets out a vision for 2023 to 2028 that there will be 'a measurable increase in the numbers of people speaking, learning, using and supporting Gaelic.'

The work of Fèis Rois will help to address the challenge of maintaining Gaelic use in communities, as well as increasing the use and learning of Gaelic in:

- The Creative Industries
- Business and the Economy
- Education

**Fèis Rois will:**

## COMMUNITY

- Include the Gaelic language and Gaelic song in all core activities.
- Provide immersive events for fluent Gaelic speakers to come together to use the language in a music community outside of school. This will include delivering two annual residential weekends for Gaelic-speaking young people from P7 to S3.
- Increase the visibility of Gaelic in communities by using the language on signage at all Fèis Rois events and on stage at Ceilidh Trail and other performances.

## THE CREATIVE INDUSTRIES

- Commission new Gaelic songs.
- Provide opportunities for professionals working in the creative industries, including musicians, to learn and to use Gaelic. This includes access to resources with specific vocabulary for teaching traditional music (see <https://feisrois.org/gaelic-resources/useful-phrases-for-all/>) and online and in-person training days.
- Include Gaelic storytelling, Gaelic singing and Gaelic song writing in the programme at relevant Fèis Rois events.

## BUSINESS AND THE ECONOMY

- Provide paid work opportunities for Gaelic speakers, including musicians.
- Encourage the use of Gaelic in the workplace and provide time and finance for staff to undertake Gaelic language training.
- Develop Gaelic entrepreneurial and leadership skills by having young Gaelic speakers on the Board of Fèis Rois and provide them with appropriate mentoring and training.

## EDUCATION

- Support Gaelic in early years setting by introducing the language to mothers and their babies through The Lullaby Project and encouraging Gaelic speaking care givers to write lullabies in Gaelic for their babies.
- Deliver Youth Music Initiative (YMI) workshops in Gaelic Medium Education settings in primary schools in Ross-Shire, Inverness and Caithness.
- Support young people of secondary school age to use Gaelic in community settings outside of school.
- Provide opportunities for adult learners to speak, learn and use Gaelic by offering a monthly online Gaelic conversation circle, Cearcall Còmhradh, and opportunities to speak Gaelic at Fèis Rois nan Inbheach, the annual festival for adult learners held in Ullapool in May.

In the Fèis Rois Gaelic Language Plan 2023 to 2028 (see Appendix E), we have made commitments to supporting the vision of the National Gaelic Language Plan. Our Gaelic Language Plan sets out our core commitments to the language in our daily operations and illustrates how we are currently using and promoting Gaelic in our projects. Fèis Rois' current practice is consistent with the Gaelic targets of Creative Scotland, the Highland Council and Highlands and Islands Enterprise. The targets and ambitions within our plan, although ambitious, are expected to be achieved within its lifetime.

## INTERNATIONAL PROJECTS

Fèis Rois intends to work internationally across the four nations of the UK, with European partners, and on collaborative projects with partners around the world. The aim is that this work will:

- Deepen engagement and learning opportunities, and develop global citizenship, for young people.
- Reduce the potential isolation that can be felt by minority language speaking artists by enabling musicians working in indigenous languages to create new work together.
- Increase global appreciation and understanding of the Gaelic language and Scottish traditional music and build new markets for Scottish musicians.

As set out in the Artistic and Strategic Plan, Fèis Rois has five strands of international work planned for the period 2025 to 2028. Some of these sit under the headings of 'experimentation and showcasing' and 'training and professional development' within the strategic plan. They are:

1. Continuing to work with major English festivals, including Cambridge Folk Festival and Sidmouth Folk Festival, through the Fèis Rois Ceilidh Trail project.
2. Developing partnerships with organisations in other Celtic nations, including in Brittany, Cornwall, Isle of Man, Ireland and Wales.
3. Collaborating with partner organisations from 9 European countries on an Arts in Education project called FACILITATE that will explore ways in which arts organisations can utilise digital tools in schools to support young people to better understand their cultural heritage.
4. Continuing an established exchange programme with the National Celtic Festival in Australia.
5. Commissioning a new work that will tell the story of Highlanders who engaged in, or benefitted from, the slave trade in the Caribbean Islands and Guyana and give voice to those who suffered from these crimes against humanity.

Fèis Rois will also continue to actively contribute to the European Folk Network and the International Teaching Artists Collaboration (ITAC).

We know there is evidence of the positive impact of international working from previous projects:



*"The decade long partnership between the National Celtic Festival in Australia and Fèis Rois in Scotland has provided unique collaborative opportunities for over 100 young musicians and 30 professional musicians, from across both countries. Through this partnership, diverse and enriching cultural experiences have been created, including international performances, immersive workshops, new networks, and skills development in a range of areas within the arts industry. This valued partnership has enabled young people from Australia to exchange and nurture cultural traditions. This is vitally important in our current context when access, distance and resources can be a barrier to furthering their learning in the Scottish tradition."*

**Una McAlinden, Director, National Celtic Festival (Australia)**



*"Throughout my 34 years working as a professional musician my music has been shaped by the rich experience of sharing and understanding other cultures. Distance and difference seem to be a secret tonic to creativity. With these experiences comes change, both in our perspective of the world around us and within our minds, and that can change everything - so much of who we are is where we have been. I have worked with Fèis Rois internationally on a number of projects involving young people and have seen first-hand how these experiences shape a different perspective within those young minds. A project entitled 'Kin and the Community' took myself and 6 other talented young musicians across to Victoria, Australia in 2019 and a number of the students have since relayed to me that this was a life affirming experience and has given them the drive to aspire to a life in creativity."*

**Duncan Chisholm, Musician and Composer**

Fèis Rois will measure the impact of its international work by using a range of monitoring and evaluation tools, including surveys and small focus groups for both musicians and audiences. This will assess whether musicians have increased their sales and/or grown their fan base and discover if the audience's experiences has inspired them to explore Scottish traditional music and Gaelic further.

Fèis Rois acknowledges that any level of international travel will have a negative impact on the environment, so the cultural and economic value of these activities must be sufficiently high to justify the work. For international projects taking place with partners in the UK, Fèis Rois will make a commitment to using no flights for this activity. All work will be carried out in accordance with the commitments set out in the Fèis Rois Environmental Sustainability Policy (See Appendix C).

## GOVERNANCE, LEADERSHIP AND STAFFING

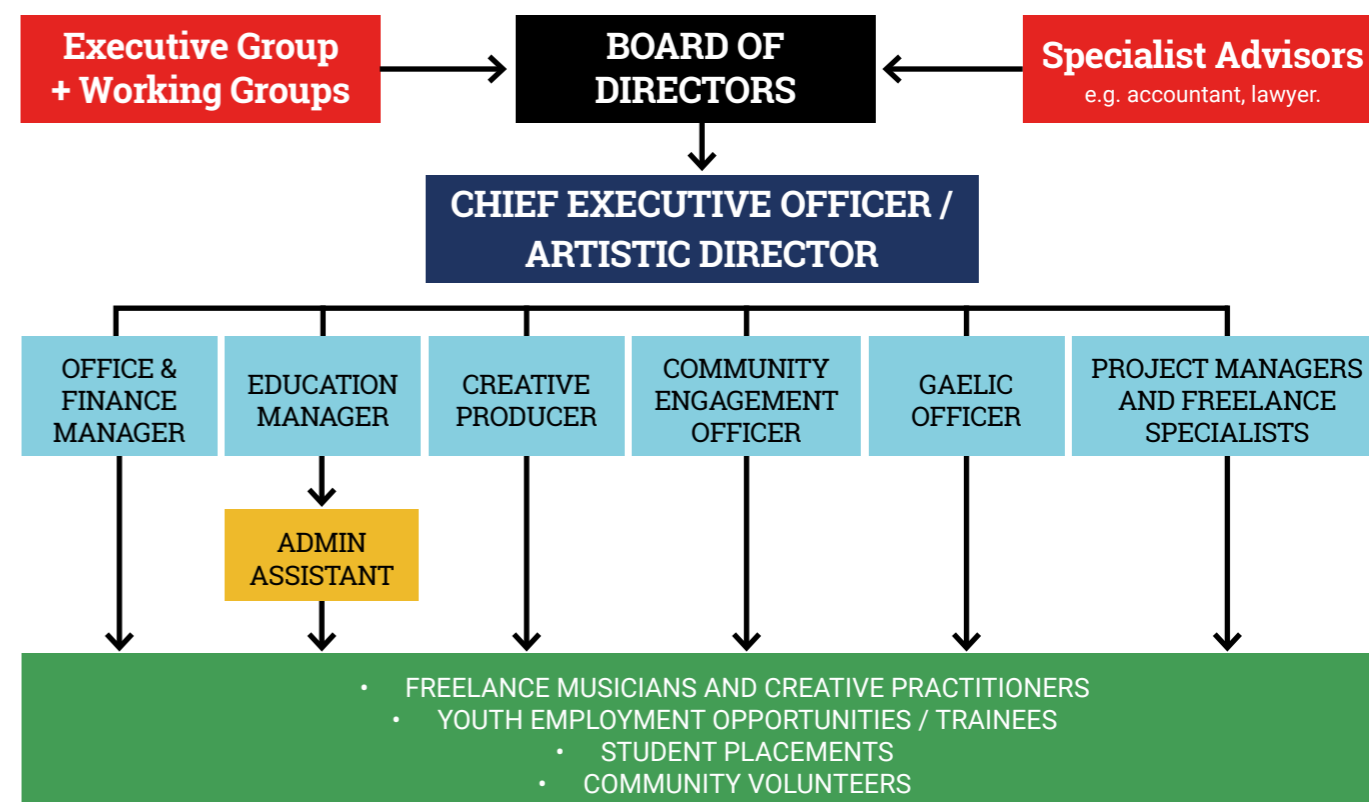
Fèis Rois is a company limited by guarantee (SC123137) and a charity registered with the Office of the Scottish Charity Regulator (SC017647). The governance structure of our organisation is appropriate to this model. Fèis Rois is overseen by a Board of Directors who are also the Trustees of the charity, and who meet four times each year. Details of all Fèis Rois Board members, as well as copies of the minutes from Board meetings, can be found on the Fèis Rois website at: <https://feisrois.org/about-feis-rois/our-board/>.

Board members have an important role to play in making sure that Fèis Rois is run effectively for our beneficiaries (the people who participate in our learning opportunities). Our Board members oversee the work of the organisation and hold the management team accountable for progress against the targets set out in our business plan, and act as ambassadors for the organisation in the community.

A Scheme of Delegation is in place and the day-to-day operational management of the company is undertaken by the Chief Executive Officer who also has the responsibility of Artistic Director.

To help new Board members, and anyone else with an interest in the effective running of Fèis Rois, we have produced a governance framework which sets out clearly the roles and responsibilities, the expectations of, and the standards of conduct expected of non-executive directors/Board members, and gives a good overview of the key elements of what being a non-executive director/Board member entails. This framework is available to anyone upon request.

Fèis Rois has a staffing structure in place that can effectively deliver the 2025-28 Artistic and Strategic Plan.



The following five posts are full-time and core to the delivery of the work of Fèis Rois: Chief Executive, Office & Finance Manager, Education Manager, Creative Producer and Community Engagement Officer. The Gaelic Officer role is funded by Bòrd na Gàidhlig and is currently a full-time post worked as a job share between two people. The Administration Assistant (Education Projects) is a part-time role to support the delivery of Local Authority Youth Music Initiative projects.

From time to time, Fèis Rois appoints Project Managers to lead on large scale projects. In the past, this has included delivering the Highland Youth Arts Hub and Highland Culture Collective projects. In this Business Plan, it is hoped a Project Manager will be appointed to deliver a new project that will result in a community garden and outdoor performance space at the Fèis Rois office in Dingwall. Fèis Rois contracts freelance specialists to support the Chief Executive with marketing and fundraising.

# MARKETING AND COMMUNICATIONS

Fèis Rois has developed a detailed Marketing Strategy to support the delivery of the work outlined in its 2025 to 2028 Business Plan (See Appendix G). The strategy takes into consideration both short-term and long-term marketing activities and describes how the organisation will monitor and evaluate its success. Short-term activities promote services and events through various channels such as press, print marketing, e-newsletters etc, whilst long-term activities, which are part of a strategy for increasing brand awareness, future planning and development, take into consideration such things as market trends, audience demands/behaviours, potential threats, including website development, SEO, content creation and social media. The marketing strategy is important in building a roadmap for Fèis Rois' future success. The strategy takes environmental sustainability into consideration.

## Market Position Statement

Fèis Rois is:

- Community focussed  
*At the heart of the Ross & Cromarty community*
- A national leader in music education  
*Providing a clear ladder of progression for children and young people, as well as providing an extensive lifelong learning programme for adult learners*
- An accessible Gaelic champion  
*Creating transformative opportunities for people of all ages to engage with the traditional music, Gaelic song and the Gaelic language.*
- Internationally renowned  
*Working with partners across the UK, Europe and the world to share knowledge and expertise, develop innovative projects, and open new markets to Scottish artists.*

## Marketing Objectives:

During the lifetime of the 2025-28 Business Plan, Fèis Rois aims to:

- Increase participation in all core activities. A targeted approach to growing the Fèis Rois TikTok account will help to engage a key demographic, 13- to 24-year-olds. We will aim for an average growth on TikTok of 4% per month (the recommended target for accounts with less than 50,000 followers), and an engagement rate of 4%
- Build a community through shared cultural experiences, using local partnerships to extend reach and to create an artist friendly environment where creatives, of all ages and abilities, can thrive and develop
- Increase the media profile of the Fèis Rois education programme taking place within schools
- Increase engagement of under-represented groups across the organisation
- Increase public giving to Fèis Rois
- Generate digital media coverage as well as coverage in broadcast media, newspapers, magazines and sector publications.

“Around 15 years ago I moved to the Highlands as a tin whistle player with a small repertoire of, mostly Irish, tunes and was soon encouraged to go along to the Fèis Rois adult learners' session at Tulloch Castle led by Bob Massie. I had excellent tuition and encouragement and took on board a whole new range of local music played both on my whistles or my long dormant mandolin: I'm sure that my technique improved too. The sessions were very friendly and to this day I still enjoy playing music with many of the participants as part of Fèis Rois' community band Fèis the Music, at the Adult Fèis in Ullapool or in traditional music sessions all over the Highlands. I believe that music makes a positive contribution to our attitudes and behaviour and so hold the view Fèis Rois has made a massive contribution to my wellbeing.”

Mike Kendall, Lifelong Learner, April 2024

# MONITORING AND EVALUATION

The work of Fèis Rois provides an anchor in people's lives, a sense of belonging and a deep connection to place. It increases confidence, both at a personal level and at a community and cultural level. It has a positive impact on educational, economic and health & wellbeing outcomes. A number of independent impact reports and evaluation studies are published on the Fèis Rois website at [www.feisrois.org](http://www.feisrois.org).

Through its year-round programme, Fèis Rois engages children and young people, adult learners, and many people who otherwise might not have the opportunity to learn skills in traditional music or participate in arts activities, including care experienced young people and people with a disability. The evidence shows that through the intergenerational work of Fèis Rois, friendships are formed, fun is had, and social isolation is reduced. The high value that the local community places upon the work of Fèis Rois is evidenced by the many invitations the organisation receives to provide musicians for special events, community gala days, or large sporting events. Colleagues from education, health, criminal justice and social work also regularly invite Fèis Rois to collaborate on projects.

Fèis Rois is committed to self-evaluation and reflection and uses a number of methods to measure progress towards key outcomes. These measures include:

- **Gathering quantitative data**  
*Who is participating? Who is missing? How can we encourage them to participate?*
- **Outcome-focuses surveys**  
*Asking participants at the beginning of a project and again at the end, and seeing whether there are any differences, or sometimes asking people at the end of a project only to rate the change they have seen over time.*
- **Focus groups**  
*Speaking to people to explore their views on the difference participation has made to them. Fèis Rois also uses focus groups to generate ideas and develop activities. For example, by bringing class teachers and musicians together to share practice and learn from each other; by bringing teenagers together to ask what their needs are and which activities and projects they would like to see in their communities.*
- **Recording**  
*Audio or video recordings of participants' work at different stages can be very powerful, and lets the music do the talking in demonstrating skills development. For example, Fèis Rois films Ceilidh Trail participants during their initial training week, throughout the project and at the final concert. See [www.youtube.com/feisrois](http://www.youtube.com/feisrois) for a number of Fèis Rois evaluation films.*
- **Social media**  
*Posting on social media immediately after a project to gather feedback from young people aged 14+, parents of participants, adult learners, and audiences in the comments.*

In addition to carrying out internal project evaluations, Fèis Rois has established good partnerships with colleagues at both the University of Aberdeen and the University of the Highlands and Islands (UHI) who regularly provide independent evaluations on Fèis Rois projects.

Fèis Rois monitors and evaluates its overall success by reviewing the artistic and strategic plan, risk register, EDI action plan and other key policy documents at quarterly Board meetings and takes action when required.

“Traditional music has become a huge part of my life, but if it hadn't been for Fèis Rois I'm honestly not sure I'd still be playing. I've been attending Ullapool since I was nine. Spending a week playing music and making friends was magical and showed me that playing music with other people was fun, giving me motivation to push through the early stages of learning the fiddle. In recent years, through the senior residential, I've met a wonderful group of like-minded friends from all over Scotland, which means I always have people to play with, and we often put together groups to perform. The support and friendship from these people has been so important in the last couple of years, and I can't imagine my life without them. Many of us attend small schools and wouldn't have had the chance to make friends like this without Fèis Rois bringing us together.”

Emma Racionzer, participant

# FINANCIAL AND OPERATIONAL MANAGEMENT

## Track Record

Fèis Rois has robust financial management systems in place, and a strong track record in successfully managing and delivering large scale, multi-year projects. Examples include securing:

- £400,000 awarded by Creative Scotland for a Highland Youth Arts Hub project during the period 2014-2016.
- More than £1.5m over a 10 year+ period since 2013 from Dumfries and Galloway Council to deliver Youth Music Initiative projects in all primary schools in the region.
- £551,000 awarded by Creative Scotland to deliver a Highland Culture Collective programme during the period 2021-2023.
- £156,000 from Dandelion 2022 Ltd to contribute to the successful strategic delivery of this multi-million-pound national project, and to create an Unexpected Garden in Ross & Cromarty (AIness) in 2022.

## Financial Management

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 & Finance Manager.

Fèis Rois sets detailed annual budgets that clearly reflect the programme of work set out within its Business Plan. The annual budget is prepared by the Chief Executive Officer, scrutinised by the Executive Group of the Board, and approved by the Board of Directors. These budgets will be submitted as appendices, along with a copy of this plan, to funders when applying for support.

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.
- 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 is Innes & Partners Limited, 9 Ardross Street, Inverness, IV3 5NN.

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. The staff member responsible for the area of expenditure checks the invoice for accuracy and splits the expenditure into the relevant cost centres for the particular project. If the invoice is for £3,000 or more, it needs to be approved by the Chief Executive. Invoices of £2,999 or less can be approved and paid by the Office & Finance Manager. Once paid, the Office & Finance Manager emails remittance advice, enters the data on SAGE, and updates the relevant budget monitoring spreadsheet so Project Managers have an accurate picture of their project spend at the end of each week.

## Budget

A detailed budget for the period 2025 to 2028 is available separately to this Business Plan at Appendix H. Fèis Rois anticipates a turnover of £906,620 in 2025/26 with income and expenditure as tabled below.

INCOME	TOTAL	%	EXPENDITURE	Total	%
Earned income – core programme	£99,000	11%	Staff and governance costs*	£270,894	30%
Earned income – merchandise sales	£6,000	0.5%	Overheads	£40,900	4.5%
Ancillary income	£7,500	0.5%	Marketing and digital costs	£17,000	2%
Private income - donations, gifts, etc	£17,000	2%	Ancillary costs	£19,000	2%
Local Authority – core grant (Highland Council)	£29,121	3%	Core Artistic Programme	£441,326	49%
Local Authorities – YMI contracts	£178,802	20%	Commissions, international projects, showcasing and special projects	£113,500	12%
Creative Scotland Multi Year Funding request	£360,000	40%	Other costs	£4,000	0.5%
Trusts and Foundations	£84,297	9%	*Note that staff costs include some posts responsible for delivering the core artistic programme		
Other Public Funders	£124,900	14%			
<b>TOTAL</b>	<b>£906,620</b>	<b>100%</b>	<b>TOTAL</b>	<b>£906,620</b>	<b>100%</b>

## Operational Management

Fèis Rois has an appropriate staffing structure to support the programme of activity proposed within this Business Plan.

The Chief Executive is also the Artistic Director and leads on large scale creative projects, including major commissions, performances and international partnerships. This will include events to celebrate 40 years of Fèis Rois in 2026.

The staff team is empowered to lead on different aspects of the programme as follows:

### Chief Executive Officer / Artistic Director

Responsible for:

- Financial management
- Fundraising and income generation
- Overview of whole programme
- Commissioning work
- Strategic and partnership projects
- Major performances and showcasing
- International projects
- Line management and mentoring of staff
- Advocacy and liaising with media, funders, politicians
- Audience Development

### Office and Finance Manager

Responsible for:

- Day to day financial management / budget monitoring
- Staff and Board training
- Health & Safety
- Environmental Sustainability (Green Champion)
- Digital (organisational efficiency)
- Merchandise sales

### Education Manager

Responsible for:

- Delivering Youth Music Initiative projects in primary schools
- Developing bespoke projects for secondary schools
- Engaging ASN schools in traditional music projects
- Management of student placements
- Creating learning and teaching resources - Developing and delivering tutor training opportunities

### Creative Producer

Responsible for:

- Delivery of main Fèis events, including the Adult Fèis and the Easter and October Fèisean for children and young people
- Project management of the Ceilidh Trail, including EDI specific work
- Supporting with any other events and performances as required

### Community Engagement Officer

Responsible for:

- Weekly classes
- Fèis Club
- The Lullaby Project
- Work with Care Experienced Young People
- The Kiltarn Fiddlers and monthly workshop programme
- Any other community partnerships and performances as appropriate

### Gaelic Officer

Responsible for:

- Residential weekend courses for fluent Gaelic speaking young people
- Monthly online Gaelic conversation circle, Cearcall Còmhraidh
- Developing collaborative projects with cultural partners from other minority language speaking nations
- Strengthening Gaelic across the core artistic programme at Fèis Rois

# EXTERNAL THREATS AND 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.

Fèis Rois effectively identifies and manages risk by having in place a Risk Management Framework and Policy (Appendix F), and a set of checks and balances between the Board and the Chief Executive, and in turn, between the Chief Executive and the wider staff team, freelancers and other third parties. The responsibility for the management and control of the charity lies with the Board members. This responsibility includes risk management and the Board members, through adhering to this policy, are able to fulfil their duties in this regard.

Much of the day-to-day running of the organisation is delegated to the Chief Executive and the staff team, however, the board of directors is kept fully informed of any risks or changes to the risk register at its regular meetings. Risk is a standing item on the agenda at quarterly Board meetings and the Board carry out a SWOT (*strengths, weaknesses, opportunities and threats*) and PESTLE (*politics, economics, society, technology, law and environment*) analysis annually. These analyses are included in the Risk Policy document (Appendix F).

There are a range of areas of potential risk for Fèis Rois. Examples of these are:

**Strategic** - failure to create a deliverable strategic plan, failure to identify and respond to major external issues.

**Financial** - failure to secure adequate income, fraud, failure to use resources effectively

**Operational** - injury to a beneficiary, project/activity delayed or not delivered, loss of premises.

**Reputational** - damaging media coverage, unable to articulate a clear engaging message

**Legal/Compliance** - significant breach of data protection, safeguarding failing, health & safety incident.

**Governance** - lack of effective oversight, loss of key trustees, not managed effectively.

**IT** - cyber-attack, virus, loss of systems or data.

**People** - loss of key people, unable to recruit adequate staff, a serious HR issue, a poor/toxic culture.

The following steps outline how we identify, assess and manage the risks we face.

## Step 1 - Identifying Risks

We are faced with a huge range of risks, and we have categorised them under the headings listed above.

## Step 2 - Assessing the Risk

Once we have identified the risks that matter most to us, we then assess these. Risk assessment has two components. Firstly, the probability the risk will happen, and secondly, the impact if it did. Often the key risks are not those with greatest impact, but those that have a reasonably high impact and a reasonable probability of happening. We use a simple risk assessment framework to illustrate the probability of the risk occurring and the impact of the risk occurring using numbers. This can be found in Appendix F.

## Step 3 - Managing the Risk

There are 4 basic risk management options, and these are:

1. **Avoid** - eliminate the cause of a risk. E.g. switching off computers to remove the risk of these catching fire, or not running an event if the circumstances don't allow us to do it safely.
2. **Mitigate** - reduce the impact if a risk does occur. E.g. have fire equipment and evacuation procedures in case of fire or put measures in place to protect young people from harm.
3. **Accept** - if it's too small to merit committing resources, or uncontrollable/can't reasonably be foreseen, create a contingency plan. E.g. a contingency plan if our premises become uninhabitable due to the fire.
4. **Transfer** - have a third part take on responsibility. E.g. ensuring that we have adequate insurance policies in place, or that a third party does the vetting/background check process.

Fèis Rois manages financial risk by having an appropriate reserves policy. This policy is outlined in the annual accounts, which are published in full on the Companies House website

# LIST OF APPENDICES

- Appendix A** Equalities, Inclusion and Diversity Policy
- Appendix B** Equalities, Inclusion and Diversity Action Plan
- Appendix C** Environmental Sustainability Plan
- Appendix D** Fair Work Statement
- Appendix E** Gaelic Language Plan
- Appendix F** Risk Management Framework and Policy
- Appendix G** Marketing Strategy
- Appendix H** Detailed Budget
- Appendix I** Child Protection Policy

This Business Plan also refers to an independent impact study written by consultants, Steve Westbrook and Sandy Anderson.

All of the policies, plans and reports listed above, with the exception of the detailed budget, are available to read on the Fèis Rois website at [www.feisrois.org](http://www.feisrois.org).

Fèis Rois has a comprehensive staff handbook and governance framework to support its staff and Board of Directors. The charity also has further policies, including an adult protection policy, privacy policy, data protection policy, Articles of Association, etc, which it is happy to share with funders, participants and other interested parties. Further information about Fèis Rois can be found on both the OSCR and Companies House websites.

**[feisrois.org](http://feisrois.org)**



I am a specialist foster carer with over 20 years' experience of fostering children ranging from babies to young adults.

In 2016 two of my long term foster children, both with complex additional needs, first became involved with Fèis Rois by participating in a project for children in care where they could try out various instruments which led to them developing an interest in pursuing fiddle and guitar instruction with Fèis Rois which was tailored to their specific needs. As well as developing an interest in traditional music their confidence and social interaction greatly improved. As a foster carer I cannot emphasise enough the importance of foster children feeling valued and included and participation in Fèis Rois and traditional music played a huge part in them growing in confidence and feeling accepted. The support they received from Fèis Rois, enabled the boys to participate in residential events and experience social opportunities that they would otherwise not have had.

Sadly in 2017 one of the boys unexpectedly became ill and died of a brain tumour leaving his brother and our family devastated. Again, participation in Fèis Rois and music and knowing how much enjoyment he gained from this organisation was a comfort to us all and left us with many great memories of him playing at Fèis Rois performances.

At this time, Fèis Rois involvement for his younger brother provided valuable structure and routine which helped in his grieving process.

The enjoyment that he gained from his involvement with Fèis Rois has continued to provide him with the confidence to grow his potential in so many ways. More recently in 2023 he participated in the Fèis Rois Inclusive Ceilidh Trail which provided a bespoke level of support for young adults with learning disabilities where he performed in a variety of venues throughout the country, both locally and outwith the Highlands which culminated in him having the confidence to perform at Eden Court Theatre in Inverness.

Also in 2023 another of my long term foster children with additional needs was given the opportunity to participate in a Fèis Rois residential which fully supported her in her introduction to traditional music and the Gaelic language. For a ten-year-old who previously had no confidence and who struggled with social interaction the progress she made was amazing to see. She has since attended another four-day event and continues to progress in her keyboard skills.

In summary I am without any doubt that Fèis Rois has played an invaluable part in the achievements, skills development and confidence of my foster children building their feelings of self-worth and inclusion. I hope that children of all backgrounds and abilities continue to benefit from Fèis Rois for many years to come.

**Trish Munro, Foster Carer**

*f*ÈIS ROIS