

## **Item: 10**

**Education, Leisure and Housing Committee: 8 February 2023.**

**Orkney's Creative Future – A 10 Year Strategy for the Arts – Review.**

**Report by Corporate Director for Education, Leisure and Housing.**

### **1. Purpose of Report**

To consider a mid-term review of Orkney's Creative Future, together with an updated Action Plan for the period 2023-2027.

### **2. Recommendations**

The Committee is invited to note:

#### **2.1.**

That, on 7 June 2017, the Education, Leisure and Housing Committee recommended approval of Orkney's Creative Future – A 10 Year Strategy for the Arts, accompanied by a policy document, Sector Aims and Ambitions, which was to be kept under regular internal review during the ten-year lifespan of the strategy.

#### **2.2.**

Activity delivered during the period 2019 to 2022, as detailed in the Sector Aims and Ambitions Progress Report, attached as Appendix 2 to this report.

#### **2.3.**

The updated Action Plan, attached as Appendix 3 to this report, which incorporates measurable delivery metrics for the period 2023 to 2027.

**It is recommended:**

#### **2.4.**

That the updated Arts Strategy Action Plan for the period 2023 to 2027, attached as Appendix 3 to this report, be approved.

### **3. Background**

#### **3.1.**

Although an Arts Development Plan was not a statutory requirement, the now-defunct Orkney Arts Forum, in consultation with Orkney's arts sector, regional and national stakeholders, considered a new strategic plan to be a valuable resource for the arts sector and wider creative community in Orkney.

### **3.2.**

On 7 June 2017, the Education, Leisure and Housing Committee recommended approval of Orkney's Creative Future – A 10 Year Strategy for the Arts, which is attached as Appendix 1 to this report, which replaced the previous strategic arts plan, Orkney's Creative Landscape: An Arts Development Plan 2012 to 2015.

### **3.3.**

The Strategy provides context for arts development within Orkney and a wider context in relation to funding, as well as providing social and economic benefit of cultural investment to Orkney. It sets out three strategic themes (People, Place and Participation) which would become the focus of arts development over the ten year period of the strategy.

### **3.4.**

The Strategy was accompanied by a policy document, Sector Aims and Ambitions, which was to be kept under regular internal review during the ten-year lifespan of the strategy.

## **4. Review of Sector Aims and Ambitions**

### **4.1.**

The focus of the delivery of the Sector Aims and Ambitions has been to ensure strategic development and delivery of the Arts Strategy in line with the Council's matrix of Values and Priorities and align these with the national framework within the Culture Strategy for Scotland, 2020. This has included initiatives such as a reframed approach to engagement in education through the Creative Learning Network funding and schools touring. Also the aligning of arts development with significant Service projects such as the development of the Junior Curators project with North Walls school in partnership with the new Scapa Flow Museum.

### **4.2.**

The impact of COVID-19 and now the emerging cost of living crisis has prompted the need to support the Culture Sector, which was particularly vulnerable at this time. With that in mind, Arts Development worked closely with colleagues in the Economic Development Service and LEADER to undertake a Festival and Events Sector economic impact survey, and is currently running a pilot project to test data capture that would enable the Culture Service to deploy the Social Value Engine tool in order to be able to present data that can support the Sector to make a case for national sources of funding, thereby enable recovery and sustainability.

### **4.3.**

There has also been significant work on assessing and developing the Council's own funding stream, The Culture Fund, in order to adopt national best practice and most recently this has resulted in the extension of the Recommendation Panel to include external sector expertise from Creative Scotland, Museums Galleries Scotland and Voluntary Action Orkney.

#### **4.4.**

Detail of activity delivered during the period 2019 to 2022 is captured in the progress report, attached as Appendix 2 to this report.

#### **4.5.**

Following the mid-term review of the 10 year arts strategy, an action plan, covering the period 2023 to 2027 has been developed and is attached as Appendix 3.

### **5. Links to Council Plan**

#### **5.1.**

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Council Plan strategic priority theme of Quality of Life.

#### **5.2.**

The proposals in this report relate directly to Priority 5.9 Further promote and administer Culture Fund through core funding and grant assistance scheme to support community cultural activity.

### **6. Links to Local Outcomes Improvement Plan**

The proposals in this report support and contribute to improved outcomes for communities as outlined in the Local Outcomes Improvement Plan priority of Community Wellbeing.

### **7. Financial Implications**

Any financial implications arising from implementing the action plan will need to be met within existing resources within the Service.

### **8. Legal Aspects**

In terms of the Local Government and Planning (Scotland) Act 1982, section 15(2), the Council may provide or do or arrange for the provision of or doing of, or contribute towards the expenses of providing or doing, anything necessary or expedient for the purpose of ensuring that there are available, whether inside or outside their area, such facilities for recreational, sporting, cultural or social activities as they consider appropriate. In terms of section 17, the Council has the power to make financial contributions towards the expenses of any body providing or promoting the provision of cultural activities or facilities.

### **9. Contact Officers**

James Wylie, Corporate Director for Education, Leisure and Housing, extension 2401, Email [james.wylie@orkney.gov.uk](mailto:james.wylie@orkney.gov.uk)

Frances Troup, Head of Community Learning, Leisure and Housing, extension 2450, Email [frances.troup@orkney.gov.uk](mailto:frances.troup@orkney.gov.uk)

Garry Burton, Service Manager (Leisure and Culture), extension 2440 Email [Garry.burton@orkney.gov.uk](mailto:Garry.burton@orkney.gov.uk)

Nick Hewitt, Team Manager (Culture), extension 2716, Email [Nick.Hewitt@orkney.gov.uk](mailto:Nick.Hewitt@orkney.gov.uk)

Emma Gee, Arts Officer, extension 2406, Email [emma.gee@orkney.gov.uk](mailto:emma.gee@orkney.gov.uk)

## **10. Appendices**

Appendix 1: Orkney's Creative Future – A 10 Year Strategy for the Arts.

Appendix 2: Progress Report.

Appendix 3: Arts Strategy Action Plan 2023-2027.

# **Orkney's Creative Future**

**A Ten-Year Strategy  
for the Arts**

## Contents:

Foreword .....	3
Executive Summary .....	5
Strategic Themes.....	6
People.....	6
Place .....	6
Participation .....	6
Orkney Arts Forum .....	7
Members of Orkney Arts Forum .....	7
The Orkney Principles.....	8
What do we mean by the arts? .....	8
Social and Economic Value.....	9
Social value .....	9
Economic value .....	10
Funding the Arts.....	11
Strategic Themes .....	13
People .....	13
Sector Aims and Ambitions .....	14
Case Study: Piergroup .....	14
Place.....	15
Sector Aims and Ambitions .....	16
Case Study: Papa Westray .....	16
Participation .....	17
Sector Aims and Ambitions .....	19
Case Study: For Arts Sake.....	19
Sector Aims and Ambitions .....	20
Island Voices.....	21
Rebecca Ford, Writer.....	21
Kirsten Stewart, Fashion Designer .....	21
Denise Stout, Director of the St Magnus International Festival Choir .....	21
Appendix 1 – Sources .....	22

# Foreword

The great strength of Orkney's culture lies in its people. I know of nowhere else where there is such enthusiasm for the arts amongst the inhabitants of a single community, and who demonstrate such involvement in their history and heritage.

As children growing up in Orkney, we were brought up on stories of the great pageant of July 1937, the eight hundredth anniversary of the founding of St Magnus Cathedral, when a cast of more than six hundred recreated events from the island's Viking past, watched by an audience of nearly 7,000.

The Orkney Herald may have gone a little over the top when it described it as "the most magnificent dramatic event Orkney or the North had ever seen," but my father, Eric Linklater, who wrote the script with Storer Clouston, said afterwards that those who took part felt themselves at one with Orkney's heritage: "We didn't bother to proclaim our independence, we just realised it ..." he explained. "It was extraordinary, the way Orkney suddenly perceived the reality of its history."

That remains true today in all the remarkable events that Orkney has staged and witnessed over the years, in its festivals and its community drama, its music, its art – and its writing: each year, for more than a decade, I have helped judge stories and essays written by pupils from Kirkwall Grammar School and Stromness Academy, and have been amazed by the way they have been able to reach back into Orkney's past to re-imagine the folk legends of the islands, often written in local dialect, with great imagination and an innate understanding of Orkney life.

Not that Orcadians throw themselves into anything new without questioning its credentials. I remember the early days of the Pier Arts Centre in Stromness, when the art collector Margaret Gardiner donated her pictures from Cornwall, including some of the great treasures of Twentieth Century British art. Questions were raised about whether this had anything to do with Orkney itself, and it was only accepted when people realised how strong the connections were between the maritime traditions of two sea-bound communities. Once in place it was embraced with enthusiasm, and now constitutes one of the greatest small galleries in Britain.

The genius of Peter Maxwell Davies, founder and driving spirit behind the St Magnus Festival, was to immerse himself in the folk history of the island, write music around its traditions, and involve local children in his productions. They responded instinctively. On Hoy, as resident composer with the Scottish Chamber Orchestra, he wrote his Strathclyde concertos specifically to be taken into schools, and scarcely a year went by without him composing something for Orkney children to play or sing.

When, in 1977, the festival was launched, he brought composers and poets to Orkney to perform alongside local people and children, who, in turn, joined in singing and playing what he wrote for them. It was typical that, when his eightieth birthday was celebrated in 2014, the official celebrations should have involved local young musicians rather than outsiders.

His legacy can be seen in a musical tradition on Orkney that still embraces the familiar and the modern - its folk festival, drawing on the extraordinary playing of

local fiddlers and accordionists, its community drama, recreating stories from the island's past, its concerts which take place in far-flung island churches or halls, its art and its literature, inspired by a rich and colourful history, stretching back to prehistoric times.

None of this could have been sustained without the support and involvement of Orkney folk themselves. It is they who have established and sustained a rich cultural legacy – and it is they who will bring to life the new and imaginative strategy for the arts set out in the pages that follow.

**Magnus Linklater.**



# Executive Summary

Orkney's distinctive cultural landscape has evolved over thousands of years and the arts have without doubt played a hugely significant role in shaping the islands, the people who live here, and those who visit.

Orkney has provided the inspiration and situation for some of the most talented artists and unique works of art of the twentieth and twenty-first centuries and because of this it has a reputation that extends far beyond its own shores.

Our ambition is that Orkney continues to be defined by this rich artistic culture. That the next generation are able to foster their creative talents, that arts organisations, festivals and events continue to develop and showcase work of international reputation and that the arts sector, is together, able to play a greater role in shaping a healthy, vibrant and sustainable future for the islands.

Whilst this ambition depends on many factors, some of which we will have more control over than others, we recognise the value of a shared vision and the role that policy can play.

Orkney's Creative Future has been developed over a period of 12 months and is the result of extensive efforts by the Orkney Arts Forum. The development of the strategy has also been influenced by open public consultation and focused conversations. The strategy outlines 3 strategic themes which reflect the needs of the sector and the community. Although distinct in their presentation the 3 themes are closely interlinked and together provide a framework for developing the arts in Orkney over the next 10 years.

These themes are intended to act as a platform, not only for the arts, but for work in regeneration, economic development, social mobility, education, health and wellbeing, and seek the shared challenges that may only be achievable by working together.

Whilst the strategy looks forward, it is also an opportunity to celebrate achievements in the arts since the conception of and over the duration of the last development plan. In the past few years it is notable that a new generation of talented artists and designers have begun to consolidate their practice and relationship with Orkney. Over this same period Orkney has continued to host acclaimed artists, present critically acclaimed exhibitions, musical premieres and stage internationally significant events.

On the following pages you will find examples of some of these moments as well as short commentaries from people across Orkney that reveal the significance of the arts to them. Orkney's Creative Future seeks growth and continuity and demonstrates a commitment to develop the arts in a way that positivity impacts on the lives of artists, audiences and communities.

## **Strategic Themes**

### **People**

Children and young people will be able to harness their curiosity, imagination and problem-solving skills to achieve educationally, secure employment and confidently navigate life. Through new friendships and dynamic partnerships artists and organisations will foster collaborative cultural leadership and a more resilient future for the arts.

### **Place**

We consider art as vital to the future sustainability and resilience of our islands. Orkney's landscape, unique culture and sense of place will continue to be a source of inspiration for artists. A readiness to experiment and innovate will help us to realise a creative and vibrant economy and a dynamic place where people choose to live and work.

### **Participation**

Individuals and communities will be able to access and participate in a diverse range of high-quality arts activity. Increased opportunities for people to experience the arts and also to become the creators of art will help improve mental and physical wellbeing, tackle social isolation and enable people to develop important skills.

**Rik Hammond.**

**Chair, Orkney Arts Forum.**

# Orkney Arts Forum

Orkney Arts Forum is a group of arts and cultural specialists, art form representatives and key stakeholders from the public and voluntary sectors who together play an important role in influencing arts and culture within Orkney. Since its inception in 2003 the Forum has operated as an un-constituted group which supports the work of the Arts Development Service within Orkney Islands Council. More than a decade on, the Forum continues to act as an important space for knowledge sharing, and as a platform for advocacy and local decision making.

Orkney Arts Forum has the following priority functions:

- To support the strategic development of the arts in Orkney.
- To raise awareness of the benefits of arts and culture.
- To advocate for increased activity and resources for the arts in Orkney.
- To act as the advisory and consultation body for Orkney's Arts Development Service.
- To support community development and sustainability.

## Members of Orkney Arts Forum

Art form representatives:

- Architecture, design and new media.
- Craft.
- Dance.
- Drama.
- Visual arts.
- Film.
- Literature.
- Music.
- Storytelling.
- Young People.

Organisations:

- Creative Scotland.
- George Mackay Brown Fellowship.
- Highlands and Islands Enterprise.
- Orkney Arts Society.
- Orkney Crafts Association.
- Orkney College – University of the Highlands and Islands.
- Orkney Folk Festival.
- Orkney Islands Council.
- Pier Arts Centre.
- Scottish Community Drama Association (SCDA) – Orkney.
- St Magnus International Festival.
- The Pickaquoy Centre.
- Orkney Tourism Group.
- Voluntary Action Orkney.

# The Orkney Principles

In 2012 Highlands and Islands Enterprise commissioned a study that sought to better understand the evolution of the arts in Orkney and how a relatively small population with limited infrastructure and resources could have achieved such a wealth of cultural production. The goal was to understand whether there was a model or at least opportunities that could be replicated elsewhere.

Francois Matarasso's study, *Stories and Fables*, describes the very unique circumstances, personalities and opportunities that have led to the rich cultural life that Orkney enjoys and is identified with today. The study sets out a number of principles which have collectively contributed to Orkney's cultural development and resulted in the belief that "what has happened here over the past few decades is not just unusual: it is remarkable".

The 10 principles remain a benchmark for the arts in Orkney and the sector will continue to be guided by these principles so that we become more sustainable and resilient, the value of the arts is fully understood and the benefits of creative participation are experienced by more people.

- Leadership with a clear vision.
- Demonstrating value.
- A sustainable economic model.
- Valuing volunteers.
- Open, democratic governance.
- Flexible and responsive.
- Confidence and humility.
- Cooperative and competitive.
- Always positive.
- 'Dig where you stand'.

## What do we mean by the arts?

Although not easy to define, it is important to make clear the emphasis of this strategy which includes, but is not limited to, architecture, craft, dance, design, digital media, drama, film, intangible cultural heritage, literature and language, music and visual arts. In this way the strategy's focus is on artists, the arts sector in Orkney as a whole and how the development of both can positively impact on people's lives. Museums, galleries, libraries and archives are also an essential part of the arts landscape – presenting, commissioning and conducting much of the work that takes place here in Orkney.

Orkney's unique historic environment and heritage assets are a major part of the cultural landscape and are in many ways inseparable from the arts. These are protected and supported by specific strategies such as those in relation to World Heritage Status and governance through bodies such as Orkney Islands Council, Scottish Natural Heritage and Historic Environment Scotland and are therefore out with the remit of this strategy.

# Social and Economic Value

Evidence of Orkney's cultural significance is bountiful thanks to the rich archaeological discoveries which continue to be made throughout the county. Less evident however are the reasons why our ancestors made art and why to this day art remains a significant part of the collective imagination of these islands.

Art has a unique ability to cultivate new forms of knowledge and consciousness. Art acts as a platform and alternative mechanism by which to understand, respond to, and engage with, the world around us. Art offers alternative spaces for creative thinking, room to experiment, innovate and problem solve. These are just a few of the many reasons why arts currency fails to diminish.

In an effort to demonstrate what is at stake, it is worth spending a moment trying to imagine Orkney without artists, writers, musicians and poets, with fewer festivals and without the problem solving and entrepreneurial spirit that thrives in these islands. Given the right conditions and support art can help us to imagine and shape Orkney's future.

“Orkney's culture is an important economic asset both in terms of the employment and wealth it generates directly, and as an attraction for the tourists crucial to the local economy. It is also a vital social asset, bringing people together in small and large gatherings, developing skills, experience and knowledge, fostering common purpose, and building social capital.” - Stories and Fables, Francois Matarasso.

## Social value

We recognise the difference that the arts can make to people's lives. Whilst the significant economic value of the arts and cultural sector is becoming more widely recognised, the benefits of participating in the arts both as individuals and as a society is yet to be fully acknowledged.

There is however overwhelming evidence of the positive impact that creative participation can have on people's lives. The arts are understood to positively benefit the development of young people - creativity is helping to close the attainment gap in our schools and is providing young people with the confidence and skills they need in a rapidly evolving employment market. Art is recognised as making a positive contribution towards mental and physical health and the general wellbeing of individuals, it is also recognised in helping to tackle social isolation and fostering community cohesion.

In Orkney the social significance of the arts is difficult to overstate. We revel in a vibrant and diverse calendar of events, festivals, workshops, exhibitions and performances, underpinned by a rich cultural heritage. Measuring, evaluating and communicating the benefits and impact of this activity remains a significant challenge. It is often these intangible benefits of cultural activity that are of the greatest importance; opportunities to see friends and make new acquaintances, to discover, learn, to be excited or inspired. We will never fully understand the impact of these experiences and emotions but we know that they are vital.

## Economic value

Arts and culture represent a growing contribution to the Scottish and UK economy. At the moment of writing the arts and creative industries are the fastest growing sectors in the UK, for the first time they are widely accepted as a vital part of the economy and one of the most significant measures of how we are recognised on an international stage. 2012 research conducted on behalf of Creative Scotland estimated that the arts and creative industries support 84,400 jobs and account for a £3.2 billion contribution to the Scottish economy. Figures that are likely to have grown since the research was conducted. The economic impact of arts and culture on local economies is diverse. A report by the Local Government Association identified five key ways in which arts and culture can boost local economies:

- Attracting visitors.
- Creating jobs and developing skills.
- Attracting and retaining businesses.
- Revitalising places.
- Developing talent.

There is evidence of arts and culture having an impact on Orkney's economy in all of these ways. Attracting visitors is possibly the most plain to see; cultural tourism is a major economic driver in Orkney and represents a significant part of the local economy. Orkney's globally significant archaeological sites and wider historic environment are key motivators for cultural visits; similarly, the Pier Arts Centre, St Magnus International Festival and the Orkney Folk Festival are significant cultural tourism drivers. A recent study commissioned by the St Magnus International Festival and Highlands and Islands Enterprise concluded that the festival alone supports 26 Full time equivalent jobs in Orkney, 30 in Highlands and Islands (including Orkney) and 55 in all of Scotland. The success of the Pier Art Centre's redevelopment is widely regarded as a stimulus for further regeneration in Stromness, including the Stromness Townscape Heritage Initiative and the development of the new library and customer services facility within the Warehouse Buildings.

Perhaps less well recognised and understood is the significant contribution that the wide variety of smaller cultural events and activities make to the cultural ecology of the islands, our shared creative wealth and the image this conjures of Orkney in the wider world.

A major recommendation of this strategy will be to conduct a fuller and more up to date study of both the social and economic benefit of the arts and cultural sector in Orkney. As a part of this the sector must begin to use suitably robust evaluation techniques to evidence the impact of the offer. Together this information can be used to make a case for continued support for the arts, better informed decision making and future investment in one of the county's most valuable assets.

# Funding the Arts

At this current time the amount of public funding available to artists, cultural organisations and partners is reducing and further reductions and cost saving measures look likely to continue. This is without doubt the most significant challenge the arts sector is currently facing and one it must continue to navigate over the coming years.

Whilst local authority spending still represents the largest percentage of funding to the arts sector in the UK, continuing to protect cultural spending will become increasingly difficult in the face of further budget reductions. The picture looks similar across the cultural funding landscape. Creative Scotland, which distributes Grant in Aid from the Scottish Government and National Lottery funding, has also experienced significant reductions in the amount of funding they are able to make available to the sector.

As we have already witnessed, a reduction in cultural spending will require cultural organisations to identify alternative sources of revenue so as to reduce dependency on public funding. There is also an expectation that regularly funded organisations are able to evidence an increasingly diverse revenue portfolio. Whilst the cultural sector has shown the ability to source funding elsewhere, either through donation, philanthropy or the private sector, it remains a huge challenge to raise the revenue needed to fill the shortfall in public funding. In an Orkney context these potential sources of alternative revenue are very limited and where organisation's resources and capacity are already stretched this challenge is even greater.

Despite a rather gloomy forecast there are positives that should not be over-looked. As outlined in their latest Arts Strategy (2016 - 2017), Creative Scotland remains committed to 'increasing the reach, relevance and contribution that artists and art make to life in Scotland' and will be investing in excess of £100 million in the creative sector between 2015 and 2018. Research also shows that local authorities have done their best to protect cultural spending and the benefits this investment can deliver for individuals and communities. This is true of Orkney, whilst cultural services have experienced budget reductions; these same services are recognised as important to people's lives and have been maintained wherever possible.

"Culture has a unique capacity to engage and enthuse. In straitened times, local authorities would be wise to harness that power and recognise the wide-ranging, and sometimes unquantifiable, rewards that investment in culture can pay." - Ruth Fry, LGiU Scotland Associate - Cinderella goes to the ball: the social benefits of investing in culture.

Due to increasing financial pressure, examples from elsewhere suggest that local authorities are looking at a number of further mechanisms to support the sector. Some local authorities are providing organisations with professional support to investigate and develop their revenue generating potential; others are seeking further integration of the arts within local economic and social development planning. More radical approaches from within the sector might be symbolised by successful crowd funding projects or examples such as the proposal for a new wind turbine in

Glasgow, used to generate renewable energy and fund arts projects, an idea initiated by artist Ellie Harrison.

It remains to be seen how the future economic climate and public funding for the arts will unfold. In the meantime, the arts sector in Orkney must do its utmost to encourage continued public investment but also be supported to seek revenue generating opportunities and attract increased investment via new opportunities.

What is clear is that it will take imagination and most likely an effective combination of traditional and new funding models to ensure the sustainability and growth of the sector.



# Strategic Themes

## People

Children and young people will be able to harness their curiosity, imagination and problem-solving skills to achieve educationally, secure employment and confidently navigate life. Through new friendships and dynamic partnerships artists and organisations will foster collaborative cultural leadership and a more resilient future for the arts.

The next generation is a key theme that has emerged through the development of this strategy. There is a wealth of research and evidence available which shows just how important creative skills are to children's development from a very young age. Curiosity, imagination and problem-solving skills are essential to higher educational attainment and are shown to significantly improve performance in many subject areas. Furthermore, there are significant links between creativity and the emotional well-being of young people and their ability to manage and navigate life as they mature.

We consider creative skills as critical, both for the future prospects of our young people and the future prosperity of Orkney. Our ambition is to embed creative learning from the very start of a child's education and ensure that there is a diversity of opportunities for young people to develop the skills they will need in the future employment market and that Orkney will need to meet future opportunities and challenges.

Orkney can lead the way in providing an education driven by creativity. We will continue to innovate, promote and advocate creative approaches to learning. We will develop a shared understanding of creativity between learning providers and look to establish stronger links between the key stages of learning, from early years through to further education, thus establishing pathways for creative learning progression.

**Retaining young people** is not a challenge unique to Orkney but one faced by many rural communities in Scotland. We want to ensure that there is an innovative and sustainable arts sector with a greater number of creative opportunities for young people, catering for those who want to remain in the county and also to draw people back and encourage new people to Orkney. Building on a rich creative learning experience it is our aspiration to provide a wider range of training and development opportunities in the form of apprenticeships and further and higher education courses which will enable people to develop the very specialist skills required by the creative industries and cultural sector.

**Continued professional development** for artists and creative professionals is vital to individuals and the strength of Orkney's creative sector as a whole. Due to our geographical context people must often seek specialist training out with the county and at a substantial cost. A better understanding of the sector's requirements in this respect will enable us to identify gaps and shared needs and seek more cost effective training solutions that will enable people to grow creatively.

**Volunteers** make a massive contribution to the arts in Orkney, in keeping with Scotland's wider arts and cultural sector. Much of what is achieved would not be possible without their support and the diverse range of skills they bring with them. We will continue to support volunteers, ensuring they are able to develop new skills and enjoy their experiences. We will consider new platforms for skill sharing and the cascading of knowledge and stimulate greater interdisciplinary working to help build capacity right across Orkney's cultural sector.

“What we are doing within the arts and art education is more than just a nice thing that makes life that bit more interesting. It is absolutely fundamental to developing a visually literate society, a society where people from all walks of life are able to read, critique and challenge their experience.” - Rachel Maclean, Artist.

## **Sector Aims and Ambitions**

- Cultivate a shared understanding of creativity skills and creative learning across the arts and education sector in Orkney.
- Develop a greater range and number of creative learning opportunities in schools and communities.
- Support access routes into the arts sector and creative industries through apprenticeships, trainee schemes, further and higher education.
- Increase access to more regular and cost-effective professional development opportunities for artists and creative sector employees.
- Build volunteer capacity across Orkney's arts and cultural sector through knowledge sharing and training.

## **Case Study: Piergroup**

Pier Art Centre's young people's collective Piergroup is a shifting and flexible collective of young people who participate in a programme of creative activity focused on the gallery's permanent collection and temporary exhibitions programme. The group acts as a forum for young people – including senior school pupils, undergraduates and those recently qualified – to meet and offers a platform for the development of personal and practical skills.

The group gains experience from working with artists and cultural experts on a wide range of projects, from exhibitions through to the development of community outreach and education programmes. Notably the group are empowered to feed into strategic decision making and have identified and defined a set of key outcomes for longer-term, strategic engagement of young people with the Pier Arts Centre. Many of the young people engaged with Piergroup activity go on to study art and design courses at Scottish and UK universities whilst maintaining a strong link with the Centre and cultural life in Orkney.

Brandon Logan is a member of the Piergroup and is currently studying Fine Art at Edinburgh College of Art/University of Edinburgh.

“The Pier Arts Centre and Piergroup have made me aware from a young age of the value of visual art. In a location often considered ‘remote’ I have had, and continue to have, the opportunity to engage with international contemporary art and artists, and to work with professionals in the gallery and museum sector, as well as contribute to

the Pier's on-going programme in collaboration with my peers. The range of experiences that I've gained from participating in Piergroup has given me a confidence that has led me to study fine art and the capacity to see the many potential career possibilities ahead, not least as a practicing artist."

## Place

We consider art as vital to the future sustainability and resilience of our islands. Orkney's landscape, unique culture and sense of place will continue to be a source of inspiration for artists. A readiness to experiment and innovate will help us to realise a creative and vibrant economy and a dynamic place where people choose to live and work.

Orkney's landscape has long been a source of inspiration; a consistent theme and the defining influence amongst Orkney's most well-known musicians, writers and makers. Artists continue to be drawn here by this legacy, by visions of land and sea, distance, departure and safe harbour.

"The full significance of Rackwick in the rich flowering of Orcadian Culture in the late 20th century has still to be properly evaluated, but its importance is beyond question"  
- Archie Bevan, a founder of the St Magnus International Festival.

The arts sector will play its part in helping to preserve a landscape of rich natural and cultural significance, safeguarding our tangible built heritage and internationally important collections as well as the stories, knowledge and skills which are synonymous with these islands.

**Cultural tourism** is a major economic driver and represents a significant share of Orkney's economy. Orkney's historic environment and archaeology are key motivators, according to Visit Scotland 80% of visitors in 2014 visited an archaeological site with Skara Brae, the Ring of Brodgar and St Magnus Cathedral being amongst the most visited places. Equally important however is the year-round calendar of cultural events - these too play an important role in attracting people to the county. The St Magnus International Festival, Orkney Folk Festival and Orkney International Science Festival all cater to both domestic and international tourism markets, bringing with them significant reputational and economic value.

**Community development and empowerment** has, in many of the most successful examples, been driven by arts and cultural activity. We recognise the arts as an important community asset and understand that the profusion of small-scale projects and events play a pivotal role in local communities and how people feel about the place they live and work. 76% of people in Scotland say their local area would lose something of value if the area lost its arts and cultural activities - Scottish Opinion Survey TNS, September 2014.

Residents take great pride in Orkney's strong cultural identity and our cultural traditions play a unifying role in the community. The Pier Arts Centre is just one local example of the arts as a catalyst, surveys show the significance of the Pier Arts Centre in terms of increasing the area's attractiveness as a tourism destination, raising the quality of the cultural offering and as a focal point for Orkney's artistic and wider community.

“In a contemporary sense it (community development) is based on harnessing the collective imagination and intelligence of citizens in making, shaping and co-creating”  
- Charles Landry, Creative Urban Planner.

**Orkney’s cultural infrastructure** is an important factor in our ability to cultivate and showcase the very best of our home-grown creative talent as well as host performances and exhibitions by international artists and companies. Since the last strategy the realisation of the new Orkney Theatre as well as the recently opened Stromness Studios and the Kelp Store Heritage and Craft Centre in Papa Westray are all welcome and important additions to the landscape. Future opportunities are now presented by the development of the Old Library in Kirkwall, the Old Post Office in Stromness, as well as the significant investment in a new research and innovation campus in Stromness. As a sector we will provide support for these and other new developments to help ensure they cater and provide the provision needed by the community.

**The Creative Industries** represent the fastest growing sector in the UK and are estimated to contribute £3.7 billion to Scotland’s economy - Scottish Government Growth Sector Statistics, October 2015. Orkney’s geographical context means that it is not the first place that springs to mind when thinking about the creative industries, yet there are many historical and contemporary examples of creative businesses succeeding in Orkney. Perhaps most notably Orkney jewellery has a long-established reputation for its design and craftsmanship - now the next generation of designers and makers are achieving success and exporting their work internationally.

The Creative Industries and Social Enterprise have an important role to play in helping to achieve sustainable economic growth and helping rural economies such as Orkney to diversify and transition from traditional rural models. Further work is needed to explore these opportunities and to stimulate local growth in this sector. By providing the right conditions and incentives Orkney could become a viable place for more creative businesses to set up and enjoy success, whilst at the same time making a valuable contribution to communities and the local economy.

## **Sector Aims and Ambitions**

- Maintain and celebrate Orkney’s unique built heritage, natural environment, arts and heritage collections and cultural traditions.
- Raise awareness of and promote Orkney’s ‘Living Culture’ as a cultural tourism driver.
- Encourage investment in capital cultural projects and infrastructure.
- Explore cross sectoral collaborations locally, regionally, nationally and internationally.
- Make use of the combined knowledge and expertise in Orkney’s arts and business sectors to support new creative start-ups and social enterprises.

## **Case Study: Papa Westray**

Papay is one of Orkney’s most northerly islands with a population of around 80. During the last 18 months, residents, the Community Council and Community Association have gathered around a number of arts and creative projects.

The Kelp Store Heritage and Craft Centre opened to the public in June 2016. The centre has a dedicated exhibition, performance and workshop space and will host a broad programme of activity in partnership with local artists/craft makers alongside both national and international practitioners.

The community on Papay has shown great commitment to the centre and there is a boundless enthusiasm to make the most of this special building which is part of the heritage of the island and will now continue to make its own history here on Papay.

Alongside the development of the Kelp Store the island hosted acclaimed artists Richard Skelton and Autumn Richardson for a month-long residency in 2016. This was the first extended artists residency that the Papay Development Trust had undertaken, with support from the Orkney Island Council's Culture Fund and Papa Westray Community Council the residency proved to be a resounding success. Richard and Autumn were welcomed into the community and were very quickly researching and making work. A sound piece produced by Richard and Autumn during their time on Papay is part of the archive display in the Kelp Store, along with a selection of their books. The community are looking to further this collaboration to produce a Papay dialect dictionary.

Jonathan Ford is the Papay Ranger.

"The Papay Development Trust has encouraged and supported me in the setting up of artist's residencies and workshop programme. They see the value that the residencies, events and the future identity of the Kelp Store as a space for artists and crafts people can bring to the island. Attracting more people to the island, as visitors or as artists will not only bring needed money in to the island but raise its profile nationally and hopefully internationally in the future, which can only be a good thing in what still is quite a fragile community."

## **Participation**

Individuals and communities will be able to access and participate in a diverse range of high-quality arts activity. Increased opportunities for people to experience the arts and also to become the creators of art will help improve mental and physical wellbeing, tackle social isolation and enable people to develop important skills.

Increasing cultural engagement is one of the Scottish Government's National Indicators and is strong recognition of the positive impact that participation in the arts can have on people's lives and on the social fabric of a community.

We know that a large number of people in Orkney already experience or participate in the arts - according to the Scottish Household Survey 91% of adults in Orkney engaged in cultural activity in 2014. It is surprising however, that despite Orkney's often cited cultural distinction, cultural participation is only comparable with the Scottish national average. This demonstrates a clear need to continue to increase opportunities to participate in the arts so that as many and a diverse a range of people as possible experience the many benefits. By considering how we increase participation in the arts we must also consider the traditional parameters of participation. We wish to establish more opportunities for people, not only to spectate but to create art.

“There is growing evidence of the personal and social benefits of sharing cultural experiences” - Robert Livingston, Director, Regional Screen Scotland.

Instead of thinking of art as an object or output, might it instead be considered as an input? Our vision is one in which the arts are regarded as a resource, a mechanism by which people are able to think, feel and create, an opportunity to energise and mobilise people, a collective contribution to our understanding, a tool to problem solve and a way to reimagine how we do things.

Health and wellbeing is one of the key challenges facing communities and politically the agenda continues to gather pace. Locally, the Orkney Partnership, who are responsible for community planning, has identified Healthy and Sustainable Communities and Positive Ageing as two of its three strategic priorities. As we move slowly towards an era of prevention rather than treatment, the currency of the arts in relation to the health and wellbeing agenda looks increasingly positive and one that we as a community cannot afford to overlook.

A growing body of research makes clear the strong links between creative participation and health, in particular mental health and emotional wellbeing but also physical health. Findings suggest that arts participation can make a positive contribution to reducing stress and anxiety, enhancing greater self-awareness and reflection, altering behaviours and thinking. A more explicit example would be the strong evidence of the positive impact of music for patients with dementia whilst a report based on the Scottish Household Survey found a definite correlation between attending cultural activities and physical wellbeing: “Overall, those who attended a cultural place or event were almost 60 per cent more likely to report good health compared to those who did not attend.”

We strongly believe that in the future the arts can play an increasingly instrumental role in achieving a healthier and sustainable community in Orkney and the integration of health and social care offers further opportunities to capitalise on this. We must do more to ensure that these benefits are understood beyond the limits of the arts sector, and that other sectors feel confident to open a dialogue and collaborate in creative partnerships.

**Digital technologies** are now a hugely significant part of everyday life - the arts and cultural sector have played a significant role in the innovation of many of these technologies. Traditionally harnessed by organisations to promote exhibitions and events, communicate about their work and generate revenue through ticket sales and merchandise – today organisations are using these technologies to an even greater extent, showcasing their work to large online audiences and even to generate work in the public realm. Since the widespread adoption of social media, digital has become the fastest growing platform for cultural production and participation.

Orkney has suffered a significant lack of investment in its digital infrastructure; the creative sectors, along with many others, continue to be hampered by this. Given the geographical context of Orkney and the disparate geography of our communities digital technologies have the ability to radically change the nature of creative participation, to help us connect locally and globally.

## **Sector Aims and Ambitions**

- Promote the many benefits of creative participation.
- Cultivate a shared understanding of how creative participation can be used as a form of prevention in relation to health and wellbeing.
- Pilot projects which demonstrate the positive impact of arts participation across a range of non-arts services.
- Promote, ensure and celebrate equalities and diversity within the arts.
- Pilot projects with a focus on digital participation and skills development.

## **Case Study: For Arts Sake**

For Arts Sake is a Community Interest Company and Social Enterprise that has been running in Orkney since 2009. The company facilitates many opportunities to make art; its aims are to:

- Promote social inclusion, equality and diversity.
- Advance education in the creative arts.
- Promote personal development and wellbeing.
- Support artistic community activities.

For Arts Sake runs a well-equipped art shop, stocking a range of art materials and supplies. Profits from the shop facilitate the company to run a wide range of workshops, taster sessions and regular creative groups that enable participants to take part in creative activity. Groups include Knit n Natter, Portrait and Patchwork groups, offering valuable opportunities for people of all ages and with a wide range of experience to get together share and learn creative skills. The social aspect of the workshops can be as important as the resulting artwork.

The groups are open to all to encourage everyone not only to share their skills but to experience the positive effect of creative wellbeing. By being open and welcoming to all we have discovered that there are a number of regular participants who have mental health and/or social issues that have restricted their participation in groups in the past, but who have found a sense of wellbeing within the groups. The Zentangle and Spinning groups by their nature focus on the meditative side of creativity bringing a calm absorption to the participants which is important for everyone's mental health.

As a social enterprise For Arts Sake also offers opportunities for people to work as volunteers in a supported environment. Volunteers help run the art shop and learn a number of valuable retail and communication skills. A number of volunteers have used this time to work towards and gain their Saltire Awards, clocking up hundreds of hours of volunteering and growing in confidence along the way. For Arts Sake makes a further important contribution to the arts in Orkney; running a gallery space that showcases and sells the work of local professional and amateur artists.

Jan Judge is founder and Director of For Arts Sake.

“Our philosophy is to encourage everyone to experience and benefit from developing their own creativity, supporting their personal development and contributing to good mental wellbeing throughout the community, whatever their skill level”.

## **Sector Aims and Ambitions**

The 3 strategic themes provide the foundation for a series of shared aims and ambitions which will be reviewed on a 3-year cycle. The aims and ambitions will be monitored by the Orkney Arts Forum and the Council's Arts Development Service. In addition, and where necessary, working groups will be set up to provide expertise and drive activity.

The full Sector Aims and Ambitions document can be downloaded from the Orkney Arts Forum website <https://www.orkneyartsforum.co.uk/>.



# Island Voices

## Rebecca Ford, Writer

“It is the word, blossoming as legend, poem, story, secret, that holds a community together and gives a meaning to its life.” - George Mackay, Brown An Orkney Tapestry 1969.

This quote from George Mackay Brown sums up for me the place of the arts in the life of the Orkney community. While my own research looks at the role of narrative and storytelling in shaping meaning in everyday discourse, it is grounded in the recognition that any perceived boundary between art and life is fluid and permeable.

The richness of Orkney's engagement with the arts is grounded in this recognition of the inseparability of works of art from the creative process. What is expressed through the range of arts practices within the Orkney community is this creative relationship between people and place. The future of the arts in Orkney depends on recognising and celebrating this relationship.

## Kirsten Stewart, Fashion Designer

I set up business in Orkney as I have always found it a creative and inspiring place to live and work. We have a wealth of creativity that feeds into each other through art, music, design and business. As a creative business and through travelling with work I have realised this is unusual and is not the norm. Orkney's creativity is open and transparent and this I believe is why so many people are drawn to work, live and create here. Starting my own business as a young person was a daunting prospect especially as my main target markets were further afield, but the support I have received from other local businesses, Orkney Islands Council, Highlands and Islands Enterprise and Business Gateway proved valuable for every step I took. Now, more than ever, I see the value of maintaining and growing this support and developing the arts in Orkney as it benefits our local community and adds value economically.

## Denise Stout, Director of the St Magnus International Festival Choir

The arts are what make living worthwhile! Work is for keeping a roof over your head but the arts develop and grow us creatively, emotionally and spiritually so what could possibly be more important than that. They are a fundamental part of our culture - they say who we are or who we aspire to be. For me, both creative and performing arts are about communication, participation, connection and fellowship - society in microcosm if you like - and if we ignore their importance, we impoverish each other emotionally and spiritually and restrict the opportunities for interaction.

The arts are a huge resource for Orkney - both financial and cultural. From locals who participate (whether actively or by listening or looking) to the myriad visitors who come to our islands every year. They reaffirm who we are but it's also important not to look too inwards on our own culture but to embrace all that the world has to offer if we can.

## Appendix 1 – Sources

Stories and Fables, Reflections on Culture Development in Orkney - A report by Francois Matarasso for Highlands and Islands Enterprise, December 2011.

[http://s3.spanglefish.com/s/34098/documents/stories%20and%20fables%20\(final\).pdf](http://s3.spanglefish.com/s/34098/documents/stories%20and%20fables%20(final).pdf)

Orkney 2020, Orkney Community Plan, 2007 – 2020

<https://www.orkney.gov.uk/Files/Council/Publications/2007/CP07MAY28.pdf>

Creative Scotland, Arts Strategy 2016 – 2017

<https://www.creativescotland.com/resources/our-publications/plans-and-strategy-documents/arts-strategy-2016-17>

Creative Scotland 10-Year Plan 2014-2024: Unlocking Potential Embracing Ambition

[https://www.creativescotland.com/\\_data/assets/pdf\\_file/0012/25500/Creative-Scotland-10-Year-Plan-2014-2024-v1-2.pdf](https://www.creativescotland.com/_data/assets/pdf_file/0012/25500/Creative-Scotland-10-Year-Plan-2014-2024-v1-2.pdf)

Highlands and Islands Enterprise: Ambitious for Culture  
Optimising the potential of our cultural, heritage and creative assets.

<http://www.hie.co.uk/about-hie/our-priorities/strengthening-communities-and-fragile-areas/arts-and-culture.html>

Scotland Household Survey

<https://www.gov.scot/Topics/Statistics/16002>

The Pier Arts Centre: Attributing Value, Assessing Scale, Executive Summary, June 2014

St Magnus International Festival: Economic and social impact assessment, Final report, 1 October 2012

The value of Arts and Culture to People and Society, an evidence review, Arts Council England

<https://www.artscouncil.org.uk/exploring-value-arts-and-culture/value-arts-and-culture-people-and-society>

The Culture White Paper, Department for Culture, Media and Sport, 2016

<https://www.gov.uk/government/publications/culture-white-paper>

The Case for Culture, North East Culture Partnership

<http://www.case4culture.org.uk/>

Why Art Works, The value of the contemporary visual arts in Lancashire and Cumbria, North by North West

<http://nbynw.squarespace.com/>

Enriching Britain: Culture, Creativity and Growth The 2015 Report by the Warwick Commission on the Future of Cultural Value.

[https://warwick.ac.uk/research/warwickcommission/futureculture/finalreport/warwick\\_commission\\_final\\_report.pdf](https://warwick.ac.uk/research/warwickcommission/futureculture/finalreport/warwick_commission_final_report.pdf)

Cinderella goes to the ball: the social benefits of investing in culture  
Ruth Fry, LGiU Scotland Associate

<https://lgiu.org/briefing/cinderella-goes-to-the-ball-the-social-benefits-of-investing-in-culture/>

Creative accounting? The economic benefits of investing in culture  
Ruth Fry, LGiU Scotland Associate

<https://lgiu.org/briefing/creative-accounting-the-economic-benefits-of-investing-in-culture/>

## Appendix 2 - Orkney's Creative Future: A Ten Year Strategy for the Arts: Sector Aims and Ambitions Progress Report 2019 -2022

<b>Orkney Islands Council: A Creative Future, a Ten Year Strategy for the Arts 2017 -2027.</b>	<b>Alignment.</b>	<b>Scottish Government: A Culture Strategy for Scotland, February 2020.</b>	<b>Resulting in.</b>	<b>Orkney Islands Council Values.</b>	<b>Orkney Islands Council Priorities.</b>	<b>Scottish Government: A fairer, greener, Scotland Programme 2021-2022.</b>
People.	Through.	Strengthening Culture.	Resulting in.	Resilience.	Connected and Caring Communities.	Establish a Caring Nation.
Place.	Through.	Transforming through Culture.	Resulting in.	Leadership, Enterprise and Innovation.	Enterprising Communities.	Create a Land of Opportunity.  Establish Scotland in the World.
Participation.	Through.	Empowering through Culture.	Resulting in.	Equality, Fairness and Sustainability.	Thriving Communities and Quality of Life.	Create an Economy that works for all of Scotland's People and Places.  Living Better.

## Orkney's Creative Future Strategic Theme: People

Aligned sector aims and ambitions.	Target No.	Target.	Progress.
<p><b>Orkney's Creative Future Strategic Theme: People.</b></p> <p>1.Children and young people will be able to harness their curiosity, imagination and problem-solving skills to achieve educationally, secure employment and confidently navigate life.</p> <p><b>Through:</b></p> <p>Scottish Government: <i>A Culture Strategy for Scotland, 2020</i>, Ambition 1: <b>Strengthening Culture.</b></p> <p>Our aims are to: Develop the conditions and skills</p>	1.	<p><b>Cultivate a shared understanding of creativity skills and creative learning across the arts and education sector in Orkney.</b></p>	<p>2019 – 2021 - Pilot Creative Leadership programme with North Walls and Dounby.</p> <p>Identified key aims:</p> <ul style="list-style-type: none"> <li>• Creative approaches to whole school leadership, management and learning.</li> <li>• Focus on pupil-led learning and curriculum design.</li> <li>• The identification of the uniqueness of each and every school in Orkney in delivering learning.</li> <li>• An Orkney response to the National Curriculum through Scotland's Creative Learning plan.</li> <li>• Roll out this one-year project to all Orkney Primary Schools over the next six years.</li> <li>• Develop a Secondary and Early Years pilots.</li> <li>• Develop an ongoing Creative Leadership online platform hosted by Hidden Giants.</li> <li>• Develop ongoing initiatives with schools that have undertaken the initial Hidden Giants projects – to include engagement with Orkney creatives.</li> </ul> <p>2021-2022 - Cohort funded within Orkney Islands Council budgets for St Andrews and Glaitness.</p> <p>2022-2023 – National Creative Learning Network (NCLN) support</p>

<p>for culture to thrive, so it is cared for, protected and produced for the enjoyment and enrichment of all present and future generations.</p> <p><b>Resulting in:</b></p> <p>Orkney Island Council Value: <b>Resilience.</b></p> <p>Orkney Island Council Priority: <b>Connecting and Caring Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022.</p> <p><b>Establishment of a Caring Nation.</b></p>		<p>received for Dounby and Burray/Hope and North Ronaldsay Primaries.</p> <p>2020-2021 – North Walls <i>This Is Us</i> pupil-led film produced with Martin Laird. March 2021 – film presented at NCLN Annual Event, the children ran a Q&amp;A following the showing.</p> <p>2021-2022 Scapa Flow Museum and North Walls School:</p> <ul style="list-style-type: none"> <li>• June 2021 - Pupil consultancy on the Education Space resulting in Architect design and realisation for the space.</li> <li>• October 2021 - Engagement with National Galleries Scotland (NGS) in curatorial training as an introduction to working long-term with the new Scapa Flow Museum. Formation of the Junior Curator team.</li> <li>• March 2022 - Junior Curators display artwork and host the Hoy Community Day at Scapa Flow Museum.</li> <li>• March – June 2022 - Follow-up interpretive workshops on <i>The Dome</i> with curator, Ellen Pesci, and museums engagement officer, Tom Muir and Arts Officer, Emma Gee resulting in sound recordings for a sound label to be part of the Museum offer. Further development work with VSO, Jude Callister and Emma Gee with Junior Curators creating instructions for the VR suite for public use.</li> <li>• The above forms a pilot for working with Schools and the Museum Service going forward.</li> </ul> <p>NGS also delivered workshops for S1 &amp; S2 pupils at KGS. Dissemination of NGS online Art Club across all schools.</p> <p>2022-2023 - Dounby Primary School undertake <i>Your Art World</i></p>
---	--	--

			National Galleries Scotland programme with local artist Martin Laird. This will result in exhibition of artwork in the forthcoming children's art exhibition at the new Scottish Galleries – May – November 2023.
	2.	<b>Using the aims developed through the pilot project roll out opportunities to Orkney Primary Schools over the next six years.</b>	<p>2019 - St Andrews and Glaitness began working with Hidden Giants in May 2021 – complete May 2022.</p> <p>2021 - NCLN Funding application successful for 2021-2022.</p> <p>2019-2020 – seeking other partnerships and funding to support development. 2020 Application to Paul Hamlyn Foundation Teacher Development Fund unsuccessful. Further conversation in train with Stirling and National Galleries Scotland.</p> <p>2022-2023 – potential partnership approach to Creative Learning Network funding.</p>
	3.	<b>Develop a Secondary pilot.</b>	New area of work.
	4.	<b>Maintain a strategic dialogue with partners in relation to creative learning to ensure an up to date understanding of the creative learning agenda and policy.</b>	<p>2017 – ongoing - dialogue with creative learning partners through the NCLN network. 2020 - Direct involvement with the refreshed Creative Learning strategy working group. COVID has resulted in developments in regular online meetings and the delivery of the Annual Conference as a week-long series of Events in March.</p> <p>2019 – ongoing – regular dialogue with Head of Education and Service Improvement Officer, Morag Miller, 2020 - worked closely with Service Improvement Officer, Graham Bevan to deliver the online element of schools' tour.</p> <p>2020 - Active engagement with Education Scotland and Creative</p>

			<p>Scotland through the National Creative Learning Network (NCLN).</p> <p>Attendance at the NCLN event week.</p> <p>2020-2021 – membership of the AOB and Creative Bravery discussion platforms and Creative Bravery Festival.</p> <p>Presentation by at least one Creative Leadership programme participating schools at the NCLN Annual Events Week:</p> <p>2020 – Shirley Stuart, Head Teacher, North Walls Primary School, presented at a round table discussion about creative leadership and pupils at the school presented film and led a Q&amp;A.</p> <p>2021 – Islean Gibson, Head Teacher, Dounby Primary School, presented on the topic of ‘belonging to a school community’ and pupil-led curriculum design.</p> <p>2021 - Ongoing partnership with Matthew Sowerby and Associates.</p> <p>North Walls pupils delivered a pupil-led presentation of a film and Q&amp;A as part of the Annual Event. North Walls Head Teacher was part of a discussion event as part of the Annual Event. Presenting recent work at North Walls in partnership with National Galleries Scotland at CLN meeting as a case study.</p> <p>2021 – ongoing - membership of the NCLN Working Group on proposed education reform.</p> <p>2022 – Dounby School presented at the National Creative Learning Network national event.</p>
--	--	--	---



	5.	<p><b>Embed the principles of creative learning within Orkney’s education approach across the whole sector.</b></p>	<p>2019-2021 – Piloted this practice with Dounby and North Walls Primary Schools. This is an important area of work to maintain now that there is a more consistent understanding and buy in from staff within their classroom and management practice, led from the front by Head Teachers, Depute Head Teachers and Principal Teachers, supported by Service Improvement Officers and endorsed by the Head of Education.</p> <p>2021-2022 – further roll-out of direct schools’ work at St Andrew’s and Glaitness underway.</p> <p>2021-2022 - Successful application to NCLN to undertake further Creative Leadership work with Dounby and the linked-school cluster Burray/Hope and North Ronaldsay.</p>
	6.	<p><b>Support a greater range and number of creative learning opportunities for schools in community engagement.</b></p>	<p>Arts Development budget has paid for tours 2017 – 2022.</p> <p>2019 - Early conversations with Touring officers at Creative Scotland.</p> <p>2020 – due to the COVID-19 pandemic we worked with <i>Imagine</i> and the touring artist Shona Reppe on a revisioning of her live show as a film with a following livestreamed interactive event to enable further engagement with Nursery and Primary 1-3 children in Orkney. This was able to take place in every Primary school in Orkney in November 2021. It was mentioned as a strong example of partnership and adaptation in the Scottish Parliament by the MEP for Orkney.</p> <p>2021 – due to COVID the programme touring was not available until after December 2021.</p>

			<p>2022 - March – Barrowlands Ballet tour of <i>Family Portrait</i>, a film installation and choreography and dance workshop in Papdale, Glaitness, Stromness, Dounby and St Andrew’s Primary Schools.</p> <p>October/November 2022 - Curious Seed Physical Theatre Co tour of <i>Chalk About</i>, a physical theatre piece about self-identity for Junior High Schools: Westray, Sanday and Stronsay.</p> <p>2020 - ongoing - Culture Fund review.</p> <p>2021 - Work in partnership with National Galleries Scotland:</p> <p>North Walls – ran two days of workshops in curating leading to the creation of the Junior Curators for Scapa Flow Museum.</p> <p>KGS – ran two workshops with S1 and S2 Art classes on image interpretation.</p> <p>2022- Providing an art specialist to Dounby School for ten days as part of <i>Your Art World</i> programme.</p> <p>2021- 2022 - the OIC oversight of Orkney Theatre is placed within the Culture Team remit. Twice yearly meeting schedule in place. Early dialogue regarding potential for small/mid-scale touring with all parties concerned. Plans for further meeting with Creative Scotland touring officer in train.</p>
	7.	<p><b>Encourage schools to actively engage with cultural programmes as they arise.</b></p>	<p>2021-2022 - GMB 100 Commission Application deadline 30 July. Project September 2021 – May 2022.</p> <p>2021 - Year of Scottish Stories – 2022 – conversations with SIO and Orkney Storytelling Festival begun.</p>

			<p>2021 - Orkney Delivery Group established. Early programme meetings taking place through Autumn/Winter.</p> <p>2022 – Dounby working with National Galleries Scotland and a dedicated art specialist for 10 days as part of <i>Your Art World</i> programme.</p>
8.	<p><b>Continue to advocate and support collaboration between schools and artists/cultural organisations to enrich learning experiences.</b></p>	<p>2021 - North Walls School worked with Martin Laird, filmmaker to support a pupil-led film project <i>This Who We Are</i> as a follow up pilot project post work with Hidden Giants.</p> <p>2021 - North Walls School working with National Galleries Scotland September/October 2021 to undertake curatorial and interpretation training prior to working with Ellen Pesci, Curator, Orkney Museum, on the interpretation of the painting <i>The Dome</i> by Jim Baikie. This picture will hang in the new Scapa Flow Museum. The school is set to work as a long-term partner with the Museum to provide interpretation for peer age groups as part of their annual curriculum delivery.</p> <p>2021 - KGS working with National Galleries Scotland Sept 2021 to undertake curatorial and interpretation training prior to Museum Services developing partnership projects to inform peer appropriate interpretation in the Scapa Flow Museum.</p> <p>2019-2022 - St Andrew's School are developing floor designs for key areas of the school as part of the school's new capital development project.</p> <p>2020 - ongoing - Culture Fund review implementation could open up opportunities for individual artists across a wider range of arts practice to work in a schools' context.</p>	

	9.	<b>Build supporting creative networks with YP outwith formal school, including YP who find the school environment difficult to manage and are unable to operate within it and/or who have additional support needs.</b>	<p>2021 - Young Carers worked with Edinburgh Touring Gallery on responses to the extended 2020 -2021 Year of Coasts and Water's exhibition – online printing workshop and provision of materials for follow up work.</p> <p>2021 - The Connect Project Young School Leavers project with Orkney Chair maker funded through Culture Fund.</p> <p>2020-2021 - Culture Fund review implementation could open up opportunities for individual artists across a wider range of arts practice to work in a schools' context.</p>
	10.	<b>Continue to develop Orkney's strong musical heritage by supporting young and emerging musicians.</b>	<p>Ongoing - Free instrument tuition remains. Other collaborations with musicians supported by Arts Development and Education Service as the need arises.</p> <p>2020 -2021 - Culture Fund review implementation could open up opportunities for individual artists across a wider range of arts practice to work in a schools' context. It could also consolidate some annual recipients e.g. Orkney Music and Culture.</p>
	11.	<b>Continue to support the encouragement and development of young writers throughout Orkney through Wirdsmit.</b>	<p>2020 - GMB Fellowship is the umbrella organisation for Wirdsmit and also the adult community writing group Orkney Voices. It is producing a programme for the GMB100 commemoration in 2021, which has exposed a developing difficulty of capacity within its volunteer committee. Wirdsmit moved its activity online via Facebook and also explored the extension of the age limits to its current provision.</p> <p>2022 - George Mackay Brown 100 Public Art piece, Stromness, young writers from KGS worked with local writer Gaby Barnby to</p>

			<p>produce poetry for the artwork.</p> <p>2020-2021 - Culture Fund review implementation could open up opportunities for individual artists across a wider range of arts practice to work in a schools' context. It could also consolidate some annual organisational recipients.</p>
	12.	<b>Develop the performing arts sector in Orkney for young people.</b>	<p>2018 – ongoing – working with <i>Imagine</i> to develop National Schools touring. Two productions in 2019.</p> <p>2020 – development of a pilot adapted version of <i>Potato Needs a Bath</i> by Shona Reppe that presented as a film and a follow up live stream event. Went to all primary schools in Orkney for the first time. Mentioned in the Scottish Parliament as an example of excellent practice.</p> <p>2021-2022 – returned to a live offer via a tour of <i>Family Portrait</i>, a film installation and movement workshop, in Mainland Orkney in March, followed by two shows in the Autumn for smaller schools and ferry-linked schools.</p> <p>October/November 2022 - Curious Seed Physical Theatre Co tour of <i>Chalk About</i>, a physical theatre piece about self-identity for Junior High Schools: Westray, Sanday and Stronsay.</p> <p>2020-2021 - COVID has significantly impacted live performance practice in the last two years, and this remains a volatile ongoing situation as there is little sector protection should performance have to be cancelled.</p> <p>2020 – ongoing - The review of The Culture Fund has taken place in 2020 and agreed in principle by Corporate Director of</p>

			<p>Education, Leisure and Housing in early 2021. These proposals are on hold until a wider review of the Museums Service has taken place.</p> <p>2020-2021 - Covid has significantly impacted live performance practice in the last two years, and this remains a volatile ongoing situation as there is little sector protection should performance have to be cancelled.</p> <p>2021 - ongoing - oversight of Orkney Theatre for OIC, discussions begun regarding taking advantage of Creative Scotland touring funding within the current management format.</p> <p>2020-2022 - Culture Fund review and development.</p>
	13.	<p><b>Support access routes into the arts sector and creative industries, through apprenticeships, trainee schemes, volunteer programmes operated by Key Culture Fund Clients and other industry routes within Orkney.</b></p>	<p>2017 -2019 - The Pier Arts Centre have supported two positions for Young People over the past 18 months with the support of external funding from MGS and Year of Young People. Arts Development helped in mentoring one of these. More opportunities such as these are a key area for development.</p> <p>NB 2020-2021 COVID restrictions impacted on the live output of Key Clients and organisations funded through Culture Fund Open Pot. Most activity reframed with an online offering. Adaptations were being made very rapidly that didn't allow for additional mentorship when the organisations themselves were barely keeping up with the constraints and technology. 2021 has seen Culture Fund Key Clients and others find their feet and become able to explore additional development again.</p> <p>2020-2022 - Culture Fund review and development.</p>

	14.	<p><b>Provide support to Culture Fund Key Clients in their development opportunities targeted at graduates within and returning to Orkney in order for them to continue to develop their skills as professional artists within Orkney.</b></p>	<p>2018 – ongoing -The Pier Arts Centre is currently in the process of seeking support for a large capital development through partnership across the three Scottish Island Archipelagos of Orkney, Shetland and the Western Isles as part of The Islands Deal. Autumn.</p> <p>2020 - the Strategic Business Case was approved, and in early 2021 - Heads of Terms were signed. The Creative Wellbeing Programme is currently at the Outline Business Case stage, and The Pier working concurrently on a Full Business Case to secure the additional capital funds needed.</p> <p>2022 - Outline Business Case ongoing.</p> <p>2022 - MOTI Collective is another helpful support network for graduates within and returning to Orkney. They delivered a community-based exhibition at Stromness Museum.</p> <p>2022 - Steering Group for UHI Arts Courses reinstated and has Arts Officer presence. Attendance at degree show. Training for graduates in Virtual Artist and Craft Maker Awards (VACMA) funding planned for Autumn.</p>
<p><b>Orkney’s Creative Future Strategic Theme: People.</b></p> <p>2.Through new friendships and dynamic partnerships artists and organisations will</p>	15.	<p><b>Advocate fair pay for artists and creative professionals in line with current sector/industry standards.</b></p>	<p>2017 – ongoing - All opportunities developed by the Arts Development Service are paid in line with industry standards.</p> <p>2019 – ongoing - it has proved vital to maintain this practice and raise general awareness when supporting non arts agencies to produce commissioning briefs. There is an unawareness of the need to pay creatives for the hours that they spend in meetings, preparation of sessions and additional administration. There appears to be an expectation that only direct contact time with</p>

<p>foster collaborative cultural leadership and a more resilient future for the arts.</p> <p><b>Through:</b></p>			<p>participants be costed, particularly in the education sector.</p> <p>2020-2022 - Culture Fund review.</p> <p>2022 – Know What You Are Worth data up on Arts Development Website. Will be augmented with Creative Scotland data in Autumn.</p>
<p>Scottish Government: <i>A Culture Strategy for Scotland, 2020</i>, Ambition 1: <b>Strengthening Culture.</b></p> <p>Our aims are to: Value, trust and support creative people – for their unique and vital contribution to society and the economy.</p> <p>Encourage greater openness and diverse cultures to reflect a changing Scotland in the 21st century.</p> <p>Foster international collaboration and build on Scotland’s reputation for cultural</p>	16.	<p><b>Share information about the latest training and professional development opportunities for artists and creative professionals.</b></p>	<p>2017 – ongoing - Arts Development has an ongoing active presence on the Orkney Arts, Museums and Heritage Facebook and Twitter and also communicates opportunities to specific people.</p> <p>2019-2021 (ongoing) involvement in OIC wide redevelopment of the Website – development of Arts Development pages. To date inclusion Case Study details of Visual Artist and Craft Makers Awards projects, updating of Public Arts Pages, updating of Funding opportunities page.</p> <p>2019 – ongoing – membership of Generations Working Together network.</p> <p>2020 – ongoing – membership of the Look Again: Create Network steering group managed by RGU, membership of AOB and Creative Bravery online platforms.</p> <p>2021 – launch of online Culture Fund Application Form on My Orkney. Discussion of database development with Administration.</p> <p>2020 -2022 - Culture Fund review.</p> <p>2022 – Know What You Are Worth data up on Arts Development Website. Will be augmented with Creative Scotland data in</p>



excellence.			Autumn.
<p><b>Resulting in:</b></p> <p>Orkney Island Council Value: <b>Resilience.</b></p> <p>Orkney Island Council Priority: <b>Connecting and Caring Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022</p> <p><b>Establishment of a Caring Nation.</b></p>	17.	<p><b>Support increased access to more regular and cost-effective professional development opportunities for artists and creative sector employees.</b></p>	<p>2017 - ongoing – close working relationship with HIE.</p> <p>2019 – attended UHI Skills Sharing Event – which focussed on small and larger arts businesses in Orkney - dissemination of information.</p> <p>2019-2021- Artist Presentations for Visual Artists and Craft Makers Award funding.</p> <p>2021 - membership of Look Again: Create Networks steering group managed by RGU. Undertaking a sector audit of Business Support provision in Highlands and Islands &amp; North East Scotland.</p> <p>2021 – supported HIE/ExpoNorth Festival Training sessions.</p> <p>2020-2022 - Culture Fund review.</p>
	18.	<p><b>Seek data to support development as a strategy of sustainability, resilience and growth.</b></p>	<p>2020 Covid 19 exposed the fragility of the creative/cultural organisations specifically in respect of:</p> <ul style="list-style-type: none"> <li>• Limitations of volunteer management.</li> <li>• Financial impact of being unable to trade in 2020.</li> <li>• Financial impact of developing new formats and platforms.</li> <li>• IT limitations of digital development and digital disadvantage.</li> </ul> <p>2020 Delivery of organisational platform development for Festivals by HIE/Expo North.</p> <p>2021 – brief constructed and consultation with Festival Sector</p>

			<p>completed and full brief advertised early October 2021.</p> <p>2022 - Review Festival and Events Sector support emerging from the economic impact assessment Report 2022 focussing on these key topic areas:</p> <ul style="list-style-type: none"> <li>• Marketing and Data Capture.</li> <li>• Volunteers.</li> <li>• Venues.</li> <li>• Infrastructure – Accommodation and Transport.</li> <li>• Funding.</li> <li>• Development.</li> </ul> <p>Internal report completed, public report pending – through Economic Development and LEADER.</p> <p>2022 - Pilot project with North Ronaldsay Sheep Festival to explore the potential of the Social Value Engine system of data capture – through LEADER.</p> <p>2020-2022 - Culture Fund review.</p>
	19.	<b>Support cultural organisations to develop greater resilience.</b>	<p>2020 - COVID has exposed known fragilities in the cultural and creative sectors, beyond a point of tolerance in the case of some organisations requiring a reassessment of capacity, constitution and governance.</p> <p>2020-2021 (ongoing) support of Orkney Folk Festival (OFF) to reframe its governance structure. Brokered relationship through HIE for Organisational support Expo North.</p> <p>COVID has also generated new opportunities, the creation of new</p>

			<p>platforms and audiences and clarified the need to be developmental in order to survive.</p> <p>2021 – brokering connections between OFF and Orkney International Science Festival re outdoor venue development and equipment sharing.</p> <p>2021-2022 (ongoing) support to George Mackay Brown Fellowship to develop future structure to secure Wirdsmit and Orkney Voices and address volunteer fatigue.</p> <p>2020-2022 - Culture Fund review undertaken and development begun.</p> <p>2022 - Review Festival and Events Sector support emerging from the economic impact assessment Report 2022 focussing on these key topic areas:</p> <ul style="list-style-type: none"> <li>• Marketing and Data Capture.</li> <li>• Volunteers.</li> <li>• Venues.</li> <li>• Infrastructure – Accommodation and Transport.</li> <li>• Funding.</li> <li>• Development.</li> </ul> <p>Internal report completed, public report pending – through Economic Development and LEADER.</p> <p>2022 - Pilot project with North Ronaldsay Sheep Festival to explore the potential of the Social Value Engine system of data</p>
--	--	--	--

			capture – through LEADER.
	20.	<b>Maximise and promote the value of mentoring and the opportunities presented by the wealth of experienced artists working in Orkney.</b>	<p>2017-2019 The Orkney VACMA scheme has included support for mentoring through the funding in past few years. This has shown the benefit that mentoring can provide. In most cases however creative practitioners seek this out themselves.</p> <p>2020-2022 - Culture Fund review undertaken and development begun.</p>
	21.	<b>Provide funding opportunities for individual creatives within Orkney and those benefiting Orkney communities.</b>	<p>2020 – Creative Scotland reframed the Awards as Artists’ Bursaries due to COVID. This has created a cap on the Awards, lessened the application process and enabled more Artists to benefit from seed funding to support creative development and training projects. Ran one round of funding under new framework in February 2021.</p> <p>2020 – reframed Arts Officer role as artists’ advocate within the Panel process to ensure that the voice of the artist was represented in the room. The external Panel is made up of two Orkney-based artists, HIE and Creative Scotland representatives and chaired by Arts Officer.</p> <p>2021 - 8<sup>th</sup> Year of OIC administration of the scheme in Orkney. Will run two rounds of funding in financial year 2021-2022 in October and February. New Panel Members brought on board including representation from Key Culture Fund Client Pier Arts Centre. Retained two Orkney-based artists and representatives from HIE and Creative Scotland.</p> <p>2020-2022 - The review of the Culture Fund has taken place in 2020 and agreed in principle by Executive Director of Education, Leisure and Housing in early 2021. Development proposal</p>

			September Education, Leisure and Housing Committee. 2022-2024 Covid Recovery Fund for Culture – disbursal.
	22.	<b>Attract external and national arts funding and opportunities to Orkney.</b>	<p>2021-2023 Remembering Together: Covid Memorial Programme has built in training for appointed artists. This programme has a specific focus on diversity through the co-creation of programme with hard to reach communities.</p> <p>2020 – Louise Barrington supported to apply to Creative Scotland Open Fund – awarded £15K for <i>Four Seasons</i> project.</p> <p>2021 – Sheena Graham George supported to reapply to Creative Scotland Open Fund – awarded £15K and successful application to the Culture Collective fund administered by Pier Arts Centre.</p> <p>Currently supporting two other artists for funding from Creative Scotland Open Fund.</p> <p>2021 – National Galleries Scotland delivery of curatorial workshops at North Walls Primary School, Hoy and Kirkwall Grammar School and joint application to Paul Hamlyn Foundation.</p> <p>2019 – ongoing – membership of National Creative Learning Network, Generations Working Together.</p> <p>2020 – ongoing – membership of Create Networks, Creative Bravery Network.</p> <p>2020-2022 - Culture Fund review undertaken and development begun.</p> <p>2022 – National Galleries Scotland delivery of pupil-led arts</p>

			practice as part of <i>Your Art World</i> programme.
--	--	--	--

## Strategic Theme: Place

Aligned sector aims and ambitions.	Target No.	Target.	Progress.
<p><b><i>Orkney's Creative Future Strategic Theme: Place.</i></b></p> <p>We consider art as vital to the future sustainability and resilience of our islands. Orkney's landscape, unique culture and sense of place will continue to be a source of inspiration for artists. A readiness to experiment and innovate will help us to realise a creative and vibrant economy and a dynamic place where people choose to live and work.</p> <p><b>Through:</b></p> <p>Scottish Government: <i>A Culture Strategy for Scotland, 2020,</i></p>	23.	<p><b>Celebrate and support Orkney's unique built heritage, natural environment, arts and heritage collections and cultural traditions.</b></p>	<p>2019 – ongoing - Development of an ongoing relationship with local primary school North Walls Junior Curators, enshrining engagement in the annual curriculum.</p> <p>2020 – Ongoing - Membership of the Scapa Flow Museum Project Team.</p> <p>2020-2021 - Culture Fund review undertaken and development begun.</p> <p>2021-2022 - Revision of Scapa Flow Museum Activities Plan, development of Primary School partnership with North Walls Primary School, consultation exercise with pupils on the design of the Education Space within the Museum, curatorial training of pupils with National Galleries Scotland, project work with curator on Museum artefacts.</p> <p>2023 onwards – Piloting wider application of the Junior Curator model.</p>
	24.	<p><b>Advocate for sustained support and investment in arts and culture within Orkney.</b></p> <p><b>Ensure Orkney's Arts and Cultural sector continues to actively engage with regional and national cultural policy and</b></p>	<p>2020-2021 The review of The Culture Fund has taken place in 2020 and agreed in principle by Executive Director of Education, Leisure and Housing in early 2021. These proposals are on hold until a wider review of the Museums Service has taken place.</p> <p>2020-2021 – Representative from VAO joined the Panel in 2020. Approaches to Museums Scotland and Creative Scotland made</p>

<p>Ambition 2: <b>Transforming Through Culture.</b></p> <p>Our aims are: Place culture as a central consideration across all policy areas including: health and wellbeing, economy, education, reducing inequality and realising a greener and more innovative future. Open up the potential of culture as a transformative opportunity across society.</p> <p><b>Resulting In:</b></p> <p>Orkney Island Council Values: <b>Leadership, Enterprise and Innovation.</b></p> <p>Orkney Island Council Priorities:</p>	<p><b>decision making.</b></p> <p><b>Stay up to date in relation to national cultural policy and look for opportunities to feed into planning and consultation, particularly where issues could impact on Orkney.</b></p>	<p>for representatives for the Panel for 2022-2022.</p> <p>2021 - A joint recommendation and decision-making panel proposed for the Panel for 2021-2022 to streamline the decision making process to run in February 2022.</p> <p>2021 – Membership of Wellbeing Delivery Group – links into the Creative Wellbeing Islands Deal development.</p> <p>2020-2022 - Culture Fund review of current funding through Culture Fund in order to respond to OIC agreed Values and Priorities, primarily Equality, Fairness and Sustainability by disbursing limited funding with a more strategic vision to ensure fairness and transparency, support development and entrepreneurship, ensure Best Value.</p>
---	---	--



<p><b>Enterprising Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022.</p> <p><b>Creation of a Land of Opportunity.</b></p> <p><b>Establishment of Scotland in the World.</b></p>			
	25.	<p><b>Raise awareness of and promote Orkney's 'Living Culture' as a cultural tourism driver.</b></p>	<p>2017-2019 Arts Development Service has developed more regular contact with Tourism Sector through larger Orkney wide events such as <i>Magnus 900 &amp; Scapa 100</i>, <i>Weeping Window</i>, <i>Pages of the Sea</i> and the <i>Lifestyles Project</i>.</p> <p>Public Arts projects continue to be delivered in Orkney at various scales:</p> <p>2019 - A series of major commissions is ongoing with NHSO as part of the new Balfour. Samantha Clark's work <i>Flow</i> installed.</p> <p>2020 – ongoing - Jack Whitwell's <i>Herring Wall, Stane</i> installed in 2022. <i>Kelp Forest</i> has yet to be installed due to Covid. Anticipated installation complete by 2023.</p> <p>2021 – CLAN Lighthouse Sculpture Trail as part of Year of Coasts and Waters. Delayed from 2020 due to COVID.</p>

2021-2022 Realisation of GMB100 Public Art Commission supported by an external panel which included Visit Scotland, HIE and VAO. Artist Team Gaby Barnby (writer) and Orla Stevens (visual artist). Realisation of *Travellers*, a piece of public art that acts as a destination marker for Stromness to attract visitors located in the George Mackay Brown Memorial Garden. Partnerships fostered included Stromness Development Trust, Orkney Arts Society, Stromness Community Council, Orkney Heritage Boat Society and Stromness Museum.

2021 Festivals Sector Research brief created with OIC Economic Development; research Winter 2021-2022. Internal report completed in May 2022. Development of a public facing version due by end of 2022. A series of workshops looking at key issues is planned for Autumn 2022.

2021-2022 ongoing Scapa Flow Museum is providing an opportunity to develop relationships with various special interest groups and be part of the Hoy Tourist Providers meetings. Early site visits are planned prior to soft opening of the Museum in July 2022.

2019-2021 – North Isles Landscape Partnership Scheme Art Commissions – early advisory role, Panel representation, Artist Mentorship and support.

2021-2022 – North Isles Landscape Partnership Scheme waiting room project underway, completed in Stronsay and Sanday.

2021-2022 SUN Project early conversations with the delivery team Johnathan Westaway and Robert Walsh re scope and technical requirements. Meeting with potential consortium lead

			<p>Howie Firth, Orkney Science Museum, and Dan Lee, UHI, and delivery team October 2021. 2022 further meetings and site visit to St Magnus Cathedral. Planned delivery September 2023.</p> <p>2020 -2021 - Culture Fund review. Developments progressing. 2022 - Incorporation into Service PID.</p>
	26.	<p><b>Support and encourage investment in and development of Orkney’s capital cultural infrastructure so that it remains fit for purpose.</b></p>	<p>2019-2020 - Campus project in Stromness completed. Stromness Town Hall remains a key part of the cultural infrastructure and requires significant investment.</p> <p>2019 – ongoing - feeding into Pier Art Centre’s plans to develop the Old Post Office in Stromness.</p> <p>2020 – The Reel, Kirkwall, closes due to COVID.</p> <p>2021 – The Old Library, Kirkwall, closes due to commercial decisions.</p> <p>2021 – Links House, Birsay, is partially redeveloped as part of a programme to develop this into a creative residential centre that can host exchanges and residencies.</p> <p>2021-2022 - Plans launched for a capital development expansion (new gallery) to house new collection and enhance capacity currently restricted due to COVID. Linked into the Creative Islands Wellbeing Programme as part of the Islands Deal development funding (2021 Strategy Case accepted, 2022 Outline Business Case developed).</p> <p>2021 – Membership of Wellbeing Delivery Group.</p>

			2020-2022 - Culture Fund review. Developments progressing.
	27.	<b>Explore cross sectoral collaborations locally, regionally, nationally and internationally.</b>	<p>2017- ongoing - Orkney remains active through dialogue with and representation at national events and forums. Arts Development is currently engaged with the Islands Deal and with National Creative Learning Network and Creative Scotland.</p> <p>2020-2021 Culture Fund Review – intention to bring Orkney’s approaches in line with best national practice including data gathering that enables a case to be made for national funding. Developments progressing. 2022 - Incorporation into Service PID.</p> <p>2020-2021 – Application to Paul Hamlyn Foundation unsuccessful. Continued conversation to consider joint application for 2022-2023 to PHF and Collaborate Funds ongoing. NGS delivery of curatorial workshops and training to two schools in Orkney.</p> <p>2020-2021 – Orkney Folk Festival supported by Arts Development and Economic Development, HIE and Expo North to undertake a root and branch review of their governance systems and potential to employ organisational staff.</p> <p>2021-2022 - Festival Economic data gathering to make a case for National funding in the future.</p> <p>2021-2022 - Partnership with Scapa Flow Museums with Junior Curators programme.</p> <p>2020 - Schools touring through partnership with Imagine and OIC Arts Development created pilot adaptation of Shona Reppe’s show <i>Potato Needs a Bath</i> with Orkney schools and their pupils</p>

			<p>whereby they received a film and follow on livestream event in each and every Orkney Primary School. This work was singled out for mention at the Scottish Parliament as an example of good practice during COVID.</p> <p>2021-2022 - live touring into schools returned. There is a focus on ensuring that as many schools get live work, despite COVID restrictions – <i>Family Portrait</i> by Barrowlands Ballet toured in March and <i>Chalk About</i> by Curious Seed will tour October/November.</p> <p>2021 – ongoing – Member of Wellbeing Delivery Group.</p> <p>2020-2021 - Culture Fund review. Developments progressing. 2022 - Incorporation into Service PID.</p> <p>2021 – 2022 Realisation of GMB100 Public Art Commission supported by an external panel which included Visit Scotland, HIE and VAO. Artist Team Gaby Barnby (writer) and Orla Stevens (visual artist). Realisation of <i>Travellers</i>, a piece of public art that acts as a destination marker for Stromness to attract visitors located in the George Mackay Brown Memorial Garden.</p>
	28.	<b>Advocate for best practice to minimise the negative environmental impact of arts projects.</b>	<p>2021 – ongoing - linked into the wider Islands Deal framework including the EMEC led Islands Centre for Net Zero programme.</p> <p>2020-2022 - Culture Fund review. Developments progressing.</p>

## Strategic Theme: Participation

Sector aims and	Target	Target.	Progress.
-----------------	--------	---------	-----------

ambitions.	No.		
<p><b>Orkney's Creative Future Strategic Theme: Participation.</b></p> <p>Individuals and communities will be able to access and participate in a diverse range of high quality arts activity.</p> <p>Increased opportunities for people to experience the arts and also to become the creators of art will help improve mental and physical wellbeing, tackle social isolation and enable people to develop important skills.</p> <p><b>Through:</b></p> <p>Scottish Government: <i>A Culture Strategy for Scotland, 2020, Ambition 3: Empowering Through Culture.</i></p> <p>Continue to celebrate Scotland's extraordinary</p>	29.	<p><b>Ensure that the Arts Development Strategy and the work of the sector is recognised as a valuable contribution to community participation and development within Orkney.</b></p>	<p>2017 - Adoption of the Arts Development Strategy by the Council and the Orkney Community Planning Partnership.</p> <p>2017 - Arts Development Officer has been part of the Living Well Planning Partnership group and this appears to remain an effective place to feed work into wider agenda. Contact Marie Love.</p> <p>2017 - ongoing - Updates in this document will develop a new set of 3-year objectives as an Action Plan that form the basis of a report to Council to update on progress in 2022.</p> <p>2019 – Ongoing – Publishing of VACMA Case Studies of recipients on the Arts Development webpages, updating of activity with regard to Public Arts projects and funding.</p> <p>2020 – Creation of three films for <i>Orkney Open Doors</i> online project – one focusing on the Council Chamber whilst it was in lockdown, one on the newly installed art frieze in The Balfour, by Samantha Clark and one on the art collection held at The Balfour. These films focussed on providing community access at a time when live access was not possible.</p> <p>2021- Membership of the Wellbeing Delivery Group. October – early November attending a number of Child Poverty focussed Workshops. Chair Gail Anderson, VAO, Membership of Look Again: Create Network steering group organised by RGU, Membership of Generations Working Together.</p> <p>2021-2022 Festival Sector Economic and other Benefit Survey –</p>

<p>cultural contributions. Extend include the everyday and emerging, the established and more formal. Extend opportunities that enable the view of culture to people to take part in culture throughout their lives.</p>			<p>through Economic Development and LEADER internal report completed. Public report due Autumn 2022.</p> <p>2022 Pilot project to test Social Value Engine tool for culture and heritage data capture. Results due Autumn.</p> <p>2021 GMB100 Public Arts Commission working alongside Stromness Development Trust, Community Council and Business Forum.</p> <p>2020 -2022 - Culture Fund review. Developments progressing.</p>
<p>Recognise each community's own local cultures in generating a distinct sense of place, identity and confidence.</p> <p><b>Resulting In:</b></p> <p>Orkney Island Council Values:</p> <ul style="list-style-type: none"> <li>• <b>Equality.</b></li> <li>• <b>Fairness.</b></li> <li>• <b>Sustainability.</b></li> </ul> <p>Orkney Island Council Priorities:</p> <ul style="list-style-type: none"> <li>• <b>Thriving Communities.</b></li> </ul>			<p>2017 – 2018 The Lifestyles Project and with NHSO have been good building blocks for closer working with health and care providers. Very successful project completed with the Lifestyles Service, creative workshops leading to permanent artwork. Further potential to collaborate existing within the outdoor space they are looking to develop. Contact Ross Groundwater. Similarly, projects have been conducted by several partner organisations in this way. Key is to continue to build dialogue with partners and test ideas and projects.</p> <p>2019 – outstanding – Delivery of the Public Art Commission/community engagement project for The Balfour by Jack Whitwell. Working with The Balfour to address issues of contractor availability and access due to COVID. Ongoing conversations to bring this to fruition before end of financial year 2021-2022.</p> <p>2019 – ongoing – Membership of Generations Working Together: Intergenerational Practice.</p>

<ul style="list-style-type: none"> <li>• <b>Quality of Life.</b></li> </ul> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022:</p> <ul style="list-style-type: none"> <li>• <b>Creation of an Economy that works for all of Scotland's People and Places.</b></li> <li>• <b>Living Better.</b></li> </ul>			<p>2020 – ongoing - Membership of the Look Again: Create Networks for the creative industries in the Highlands and Islands and N.E Scotland, run by RGU.</p> <p>2020 – ongoing – support of The Pier Arts capital project within The Islands Deal Creativity and Wellbeing Programme – the plans for the old P.O specifically relate to the provision of community and educational participative engagement, whilst The Links House residential centre focusses on provision of residential provision for practicing artists and exchange.</p> <p>2020 – 2021 – NILPS Art Installations for Ferry waiting rooms project, four islands underway. Consultation and mentorship of artists in collaborative practices in engaging communities.</p> <p>2020 - ongoing - Culture Fund review. Seeking to ensure a full range of artist provision can be funded including performance-based arts, music and literature, currently excluded from direct funding. Also opening up the scope to consolidate creative organisations and programmes through receipt of Key Client status, currently reliant on annual funding and thereby facilitating greater range of practice for participants to engage in and more security of organisations to ensure ongoing activities.</p> <p>2021 - Academic interest from Robert Gordon University/Gray's Academy in undertaking an AHARC study to look at joined up cultural policy thinking across all Scottish Local Authorities.</p> <p>2022 – membership of UHI arts dept steering group. Attending degree shows. VACMA training in Autumn.</p>
	30.	<b>Promote the development of</b>	2019 – ongoing – supporting the completion of Public Arts



		<p><b>arts and culture participation in the recovery from, and acceptance of, Covid in our communities.</b></p>	<p>Commission at The Balfour.</p> <p>2020 – produced two films focussing on the Public Art within The Balfour for online publishing on OIC Website and shared as part of Open Doors Orkney.</p> <p>2020 - ongoing – supporting Arts Organisations to recover from the impact of Covid and consider new ways of engaging audiences and facilitating participation – brokering relationship between Orkney Folk Festival and Orkney Science Festival around shared auditorium resources.</p> <p>Fostering a dialogue around the possibility of a large-scale temporary Public Art Event – the SUN project – currently dialogue between Orkney Science Festival, UHI and project leads at UCLAN underway.</p> <p>2021- ongoing Support.</p> <p>2020-2021 – supporting creative organisations in the changes they are making to their programmes and delivery models to accommodate COVID and continue to enable participants to engage safely and securely e.g. Outside art practice, online development and delivery, hybrid practice. All successful applicants of Culture Fund in 2020 were supported to make changes to their programme to support their development and delivery e.g. Orkney Music and Culture moved their <i>Slow Music</i> sessions to online, thereby gaining international participation, whilst maintaining a free at the point of access service to the local population.</p>
--	--	---	---

			<p>2020 - 2022 - Culture Fund review and development.</p> <p>2021- 2023 – <i>Remembering Together</i> National COVID Memorial Programme – managed by greenspace Scotland. Orkney Phase One Artists appointed for five month creative community consultancy.</p>
	31.	<b>Support building volunteer capacity across Orkney’s arts and cultural sector through knowledge sharing and training.</b>	<p>2017 – Arts Forum discontinued. Delivery of these actions move to responsibility of Arts Officer and arts/cultural organisations.</p> <p>2017 – ongoing – Museum’s Service working daily with volunteers.</p> <p>2018 – Lyness Museum – specialist training delivered to pack away artifacts in readiness for the new Scapa Flow Museum.</p> <p>2020-2021 – working with Orkney Folk Festival to address the issues around the retirement of current volunteers. Supported to work with ExpoNorth to develop a new business model and governance structure in 2021. Looking to move to either a paid role or a part-time manager role and strategic consultancy.</p> <p>2021 –ongoing - Scapa Flow Museum – early conversations with VAO on new volunteer strategy – ongoing. Community engagement event planned for recruitment of new volunteers.</p> <p>2020-2022 - Culture Fund review and development.</p>
	32.	<b>Promote, ensure and celebrate equality, diversity access and inclusion within the arts.</b>	<p>2017 – ongoing – consideration of access policies of Key Culture Fund Clients and annual applicants’ projects supported from the Open Pot. Consider for all OIC projects. Advice to individual artists and arts organisations regarding programme planning.</p>

			<p>2020 – COVID brought up considerable rethinking around access and practice led by the Education Sector, that were quickly adopted by organisations and practitioners in Orkney. It also served to demonstrate clear areas of digital disadvantage in both the reliable connectivity of the Islands and also in terms of household access to devices. In some cases this has been alleviated by the distribution of tablet devices to some children in poverty.</p> <p>2020-2021 – COVID has also impacted on venue accessibility in terms of capacity and in some cases venues have not been able to reopen under the terms of current covid guidance. Supporting organisations in considering safe and sustainable methods of presentation and engagement.</p> <p>2021 – the cancellation of the Edinburgh Touring Gallery tour in 2020 resulted in online workshops with Orkney Young Carers. This too had issues around connectivity at The Town Hall venue.</p> <p>2022 – Schools Touring programmes in March and October/November designed to mitigate COVID issues and ensure wide reach across the schools.</p> <p>2020 -2022 - Culture Fund review and development.</p>
	33.	<b>Build awareness of arts events and opportunities for participation.</b>	<p>2017 – ongoing - Arts Development has a close working relationship with OIC Comms team to disseminate information about larger projects and events, and with Radio Orkney and The Orcadian.</p> <p>2019 – 2020 – Development of the Arts Development Webpages to include Public Art projects, VACMA case studies, production</p>

			<p>of films for <i>Orkney Open Doors</i>.</p> <p>2021 – ongoing - involvement in OIC Web Site Development consultation. Promotion of Scapa Flow Schools engagement and GMB100 Public Art Commission.</p> <p>2020-2022 - Culture Fund review and development.</p>
			<p>2021-2022 – High School and Community engagement with the <i>GMB100 Public Art Commission</i> – Gaby Barnby has run writing workshops with pupils, Orla Stevens has worked with members of the Historic Boat Association. Engagement with Stromness Development Trust, Community Council, Stromness Museum, Stromness Business Forum. Also partnered with Orkney Arts Society and the GMB Trail.</p> <p>2021- ongoing – Scapa Flow Museum Activities development plan underway in terms of Schools engagement (see detail above in People section) and early development of community engagement/volunteering.</p> <p>2022 – tour of The Screen Machine to Mainland and ferry-linked Isles in March.</p> <p>March – schools tour by Barrowlands Ballet of <i>Family Portrait</i> including outside dance/choreography workshop. Toured to larger Orkney Primary Schools: Papdale, Glaitness, St Andrews, Dounby and Stromness.</p> <p>October-November – schools tour by Curious Seed of <i>Chalk About</i> – a physical theatre/dance performance exploring self-identity. Touring to the Junior High Schools: Westray, Stronsay</p>

			and Sunday. 2022 – 2023 <i>Remembering Together</i> COVID Memorial Programme underway – co-creational community approach.
--	--	--	--

# Appendix 3 - Orkney's Creative Future: A Ten Year Strategy for the Arts: Action Plan 2023-2027

*Orkney's Creative Future* is premised on three key focal points:

1. People.
2. Place.
3. Participation

Since the publishing of *Orkney's Creative Future: A Ten Year Strategy for the Arts* in 2017 Orkney Islands Council (OIC) has produced a focal matrix for its work as follows:

OIC Values.	OIC Priorities.
Resilience. Equality. Fairness. Sustainability. Leadership. Enterprise. Innovation.	Connected Communities. Caring Communities. Thriving Communities. Enterprising Communities. Quality of Life.

These are the guidelines for OIC operations and funding, and these activities are assessed through Best Value practices. It is therefore essential to ensure that the Arts Strategy be tied into to these processes of assessment to ensure that there is a continued case for the non-statutory funding of the arts in Orkney.

In addition, the Scottish Government published two strategic documents:

***A Culture Strategy for Scotland***, in February 2020, which is predicated on the following pillars of intent:

1. Strengthening Culture.
2. Transforming through Culture.
3. Empowering through Culture.

And ***A Fairer, Greener Scotland: Programme for Government 2021/22***, in 2021, which is predicated on the following delivery goals:

1. Establish a Caring Nation.
2. Create a Land of Opportunity.
3. Secure a Net Zero Nation.
4. Create an Economy that works for all of Scotland's People and Places.
5. Living Better.
6. Establish Scotland in the World.

There is a clear synergy between all these strategies, and a need to ensure future cultural practice in Orkney is part of these local and national frameworks to be in-step with, and able to benefit from, the best national practice. It is therefore the intent of the ***Orkney Sector Aims and Ambitions*** in this next phase to align with both the local and national focus for Orkney's cultural sector going forward as follows:

<b>Orkney Islands Council: A Creative Future, a Ten Year Strategy for the Arts 2017-2027.</b>	<b>Alignment.</b>	<b>Scottish Government: A Culture Strategy for Scotland, February 2020.</b>	<b>Resulting in.</b>	<b>Orkney Islands Council Values.</b>	<b>Orkney Islands Council Priorities.</b>	<b>Scottish Government: A Fairer, Greener Scotland Programme 2021-2022.</b>
---	-------------------	---	----------------------	---------------------------------------	---	---

People.	Through.	Strengthening Culture.	Resulting in.	Resilience.	Connected and Caring Communities.	Establish a Caring Nation.
Place.	Through.	Transforming through Culture.	Resulting in.	Leadership, Enterprise and Innovation.	Enterprising Communities.	Create a Land of Opportunity.
Participation.	Through.	Empowering through Culture.	Resulting in.	Equality, Fairness and Sustainability.	Thriving Communities and Quality of Life.	Create an Economy that works for all of Scotland's People and Places. Living Better.

Alongside each of the three key strands of the Arts Strategy: **People; Place; Participation** in the first column below there is sited the most relevant OIC Values and Priorities and Key Ambitions of the National Culture Strategy, in order to reflect its consideration within the Sector Aims and Ambitions for the next phase of work.

The third column expresses the overarching target intent of the next phase of work and the fourth column provides SMART (specific, measurable, achievable, realistic and time-bound) actions. The final column gives an oversight of goals achieved from the previous Sector Aims and Ambitions document and also covers the period between 2019-2021 and the impact of COVID.



## Orkney's Creative Future Strategic Theme: People

Aligned sector aims and ambitions.	Target No.	Target.	How will this be achieved (SMART actions).	Lead Person(s) / Organisation(s).	By when.
<p><b>Orkney's Creative Future Strategic Theme: People.</b></p> <p>1.Children and young people will be able to harness their curiosity, imagination and problem-solving skills to achieve educationally, secure employment and confidently navigate life.</p> <p><b>Through:</b></p> <p>Scottish Government: A Culture Strategy for Scotland, 2020, Ambition 1:</p>	1.	<b>Cultivate a shared understanding of creativity skills and creative learning across the arts and education sector in Orkney.</b>	<p>Continue development of the creative leadership programme within primary schools in partnership with Matthew Sowerby and Associates (formerly Hidden Giants Creative Consultancy). Evaluate Delivery of Year Two rollout with:</p> <p>St Andrew's Primary. Glaitness Primary. Dounby Primary (phase II). Burray/Hope and North Ronaldsay Cluster. Production of a final report.</p> <p>Continue development of schools' engagement with Museums' Service. Maintain relationship with North Walls School and Junior Curators. Roll out similar programmes with other schools.</p>	<p>Orkney Islands Council (OIC) Arts Development and Education. Museums' Service.</p> <p>Funding partner NCLN.</p> <p>Schools: 2022 -2023: St Andrews. Glaitness. Dounby. Burray/Hope and North Ronaldsay.</p> <p>Schools: 2023 – 2027 TBC.</p>	<p>Annually 2023-2027.</p> <p>2023-2027.</p>

<p><b>Strengthening Culture.</b></p> <p>Our aims are to: Develop the conditions and skills for culture to thrive, so it is cared for, protected and produced for the enjoyment and enrichment of all present and future generations.</p> <p><b>Resulting in:</b></p> <p>Orkney Island Council Value: <b>Resilience.</b></p>			<p>Support and produce education material for Schools as part of an OIC Cultural online platform.</p> <p>Production of a creative leadership online platform for dissemination of practice.</p> <p>Develop a set of creative learning aims/ethos for Orkney in line with Scotland’s Creative Learning Plan and Curriculum for Excellence through Education Scotland’s National Creative Learning Network Funding (NCLN).</p>		<p>2024-2027.</p> <p>2023.</p> <p>2025-2027.</p>
<p>Orkney Island Council Priority: <b>Connecting and Caring Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022:</p>	2.	<p><b>Using the aims developed through the pilot project roll out to all Orkney Primary Schools over the next six years, in partnership with Matthew Sowerby and Associates.</b></p>	<p>Continue development of the creative leadership programme within primary schools in partnership with Matthew Sowerby and Associates (formerly Hidden Giants Creative Consultancy). Fundraise Annually through Creative Learning Network Fund.</p> <p>Work in partnership with National Galleries Scotland</p>	<p>OIC Arts Development and Education.</p> <p>Funding partners: NCLN. Collaboration Fund, Leeds University. National Galleries Scotland and Stirling Education Services.</p> <p>Schools.</p>	<p>Annually 2023-2027.</p> <p>Autumn 2023.</p>

<b>Establishment of a Caring Nation.</b>			and Stirling to consider a research application for Collaboration Fund to explore the value of specialist led arts practice in education with a focus on visual arts delivery by practitioners.		
	3.	<b>Develop a Secondary education links.</b>	<p>Develop links between Museums' Service and Secondary education building on the model developed with North Walls Primary School and Scapa Flow Museum.</p> <p>Explore extension of the Creative Leadership programme to Secondary schools. Consider inclusion in annual application to NCLN.</p> <p>Explore potential for small/mid-scale national touring at Orkney Theatre in a residency model that could work both with schools and amateur dramatics groups.</p> <p>Lead the Orkney Delivery Group for <i>Remembering</i></p>	OIC Arts Development and Education. Museums' Service. Schools.	<p>2023-2027.</p> <p>2026.</p> <p>2025 – 2027.</p>

			<i>Together: National Covid Memorial Programme.</i>		
	4.	<b>Maintain a strategic dialogue with partners in relation to creative learning to ensure an up to date understanding of the creative learning agenda and policy.</b>	<p>Membership of NCLN – attend monthly meetings (minimum of 6 per annum).  Membership of NCLN sub-groups to influence strategic thinking.  Present Orkney based case studies of practice at meetings.  Attendance of and presentation within NCLN Annual Events Week.  Presentation by at least one Creative Leadership programme participating schools at the NCLN Annual Events Week.</p>	OIC Arts Development and Education. Schools.	Ongoing.
	5.	<b>Embed the principles of creative learning within Orkney’s education approach across the whole sector.</b>	<p>Pilot an ongoing Orkney Creative Leadership online platform hosted by Matthew Sowerby and Associates to:  Share and develop creative leadership and learning approaches, in practice.</p>	OIC Arts Development and Education. Schools. Matthew Sowerby & Associates (formerly Hidden Giants).	2023.

			<p>To enshrine creative learning as a basic tenet of Orkney's education delivery.</p> <p>Involve participation of Head Teachers, Depute Head Teachers and Principal Teachers as critical to this practice.</p>		
6.	<p><b>Support a greater range and number of creative learning opportunities for schools in community engagement.</b></p>	<p>Maintain support of the annual delivery of the National Schools Theatre Touring programme offer in primary schools.</p> <p>Work in partnership with National Galleries Scotland.</p> <p>Culture Fund review implementation to open up opportunities for individual artists across a wider range of arts practice to work in a schools' context.</p> <p>Explore live theatre touring for Secondary aged young people potentially through Creative Scotland touring funding – looking at a residential model that could also extend to local amateur dramatics offer.</p>	<p>OIC Arts Development and Education.</p> <p>Imaginate.</p> <p>National Galleries Scotland.</p> <p>Other touring providers.</p>	Annually.	

			Lead the Orkney Delivery Group for <i>Remembering Together</i> . National Covid Memorial Programme.		
7.	<b>Encourage schools to actively engage with cultural programmes as they arise.</b>	Ongoing liaison with Head of Education, Service Improvement Officers, Head Teachers and staff. Broker relationships between artists, cultural organisations and schools. <i>Remembering Together</i> . Covid Memorial Programme.	OIC Arts Development and Education. Schools. Other stakeholders.	Ongoing.	
8.	<b>Continue to advocate and support collaboration between schools and artists/cultural organisations to enrich learning experiences.</b>	Liaison with Head of Education, Service Improvement Officers, Head Teachers and staff and Museums' Service on the Scapa Flow Museum re development 2021 – ongoing – annual schools input into peer-focussed interpretation of artefacts. Liaison with Key Culture Fund Client group and schools' provision as a part of the conditions of funding – Review of Culture Fund.	OIC Arts Development and Education. Key Culture Fund Clients: St Magnus Festival. The Pier Arts Centre. The Orkney Folk Festival. Orkney Community Dance. Barony Mills. Schools. Artists. Other cultural organisations.	2023-2027 (and ongoing).	

			<p>Liaison with annual Culture Fund recipients, where appropriate - as a part of the conditions of funding – Review of Culture Fund.</p> <p>Explore potential for small/mid-scale national touring at Orkney Theatre in a residency model that could work both with schools and amateur dramatics groups.</p> <p>Lead the Orkney Delivery Group for <i>Remembering Together</i>. National Covid Memorial Programme.</p>		
9.	<b>Build supporting creative networks with YP outwith formal school, including YP who find the school environment difficult to manage and are unable to operate within it and/or who have additional support needs.</b>	Liaison with gateway organisations including Youth Café, Young Carers and VAO Connect Project.	OIC Arts Development and Education. VAO Connect Project. Young Carers. Youth Café.	2023 – 2027 ongoing.	
10.	<b>Continue to develop Orkney’s strong musical heritage by supporting</b>	Advocate for the continuation of free instrument tuition. Ongoing and provided by Youth	OIC Education and Arts Development.	Ongoing.	

		<b>young and emerging musicians.</b>	Music Initiative run by Education Team.		
11.		<b>Continue to support the encouragement and development of young writers throughout Orkney through Wirdsmit.</b>	Support GMB Fellowship to develop more robust and sustainable organisational models to support the ongoing provision and development of Wirdsmit, including the consideration of making GMBF a Key Culture Fund Client.	OIC Arts Development. GMB Fellowship.	Ongoing – particular focus for 2023-2024.
12.		<b>Develop the performing arts sector in Orkney for young people.</b>	<p>Research and develop funding capacity including considering implementing the proposed reframing of the current OIC Culture Fund to address this artform gap across all age groups.</p> <p>Research potential for small/mid-scale national touring at Orkney Theatre in a residency model that could work both with schools and amateur dramatics groups.</p> <p>Culture Fund Review implementation could open up opportunities for individual artists across a</p>	OIC Arts Development, Education and Leisure. Creative Scotland. Schools. Amateur Dramatic Societies. Culture Fund Key Clients and Open Pot recipients as appropriate.	2023 – 2027.



			wider range of arts practice that are currently not funded e.g. performing arts and literature to work in a schools' context. It could also consolidate some annual organisational recipients that work with young people.		
13.	<b>Support access routes into the arts sector and creative industries, through apprenticeships, trainee schemes, volunteer programmes operated by Key Culture Fund Clients and other industry routes within Orkney.</b>	Support main Key Culture Fund clients' capacity to undertake to develop at least 1 work placement per year for young people in the cultural and creative industries as part of funding requirements of the reframed Culture Fund. Explore capacity within Orkney culture sector, outwith Key Culture Fund client status, to undertake similar opportunities and the required support to do so.	OIC Arts Development and Education. HIE. Culture Fund Key Clients. Orkney cultural organisations – particular emphasis on Festivals and Events Sector.	2022-2027.	
14.	<b>Provide support to Culture Fund Key Clients in their development opportunities targeted at graduates within and</b>	Support the Pier Arts Centre's submission of Full Business for the proposed capital development of an Artists Residential Centre (Links House) and	Pier Arts Centre. OIC Culture, Arts Development and Economic Development.	Ongoing. 2021-2023 Outline Business Case and Full	

		<p><b>returning to Orkney in order for them to continue to develop their skills as professional artists within Orkney.</b></p>	<p>community/teaching facilities (Old Post Office) through The Islands Deal proposal – Creative Wellbeing Programme.</p> <p>The capital project comprises the development of Links House, Birsay, as an international artist residential space and The Old Post Office, Stromness, as a training and community engagement resource.</p> <p>Both projects seek to feed into the focus on the development and retention of local professional visual artists.</p>	<p>HIE (Expo North). Other cultural organisations as appropriate.</p>	<p>Business Case.</p>
<p><b>Orkney’s Creative Future Strategic Theme: People.</b></p> <p>2.Through new friendships and dynamic partnerships artists and organisations will foster collaborative</p>	15.	<p><b>Advocate fair pay for artists and creative professionals in line with current sector/industry standards.</b></p>	<p>Ensure Culture Fund Key Clients and recipients of Culture Fund Open Pot pay artists in line with industry standards.</p> <p>Encourage all organisations to fully recognise the professional status of artists by paying in line with current industry standards.</p>	<p>OIC Culture and Arts Development. Partners including: Culture Fund Key Clients. Culture Fund recipients. Creative Scotland.</p>	<p>Ongoing.</p>

<p>cultural leadership and a more resilient future for the arts.</p> <p><b>Through:</b></p> <p>Scottish Government: A Culture Strategy for Scotland, 2020, Ambition 1: <b>Strengthening Culture.</b></p> <p>Our aims are to: Value, trust and support creative people – for their unique and vital contribution to society and the economy.</p> <p>Encourage greater openness and diverse cultures to reflect a changing Scotland in the 21st century.</p>			<p>Raise awareness amongst artists of the annual rates of pay guidance published by sector/industry bodies e.g. Scottish Artists Union, the Musician’s Union and Equity.</p> <p>Use these rates system as a guide for OIC commissioned activity.</p>		
	16.	<p><b>Share information about the latest training and professional development opportunities for artists and creative professionals.</b></p>	<p>Develop new email databases to disseminate third party information on training/funding and events to artists and cultural/arts organisations.</p> <p>Develop the OIC Arts Development Web Pages including Culture Fund Open Pot funded projects to have a Case Study page.</p> <p>Develop material for Culture online platform.</p> <p>Ensure all OIC projects are presented to local press and media outfits through the OIC Comms Team.</p>	OIC Arts Development and Admin.	<p>Ongoing.</p> <p>2023-2027.</p>

<p>Foster international collaboration and build on Scotland's reputation for cultural excellence.</p> <p><b>Resulting in:</b></p>	17.	<p><b>Support increased access to more regular and cost-effective professional development opportunities for artists and creative sector employees.</b></p>	<p>Membership of Create Networks steering committee – exploring gaps in Business support Training for Creatives.</p> <p>Partnership with HIE and ExpoNorth and OIC Economic Development Team.</p>	<p>OIC Economic Development, Culture and Arts Development.</p> <p>HIE (Expo North).</p> <p>Business Gateway.</p> <p>Create Network.</p>	Ongoing.
<p>Orkney Island Council Value: <b>Resilience.</b></p> <p>Orkney Island Council Priority: <b>Connecting and Caring Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022: <b>Establishment of a Caring Nation.</b></p>	18.	<p><b>Seek data to support development as a strategy of sustainability, resilience and growth.</b></p>	<p>Review Festival and Events Sector support emerging from the economic impact assessment Report 2022 focussing on these key topic areas:</p> <ul style="list-style-type: none"> <li>• Marketing and Data Capture.</li> <li>• Volunteers.</li> <li>• Venues.</li> <li>• Infrastructure – Accommodation and Transport.</li> <li>• Funding.</li> <li>• Development.</li> </ul> <p>Run sector wide discussion workshops on each topic to develop an action plan to take forward.</p>	<p>OIC Culture, Arts Development, Economic Development and LEADER.</p> <p>Festival and Events Sector.</p>	2022 and ongoing.

			<p>Culture Fund Review: Key Culture Fund Clients to feed into a central needs analysis as part of the conditions of grant.</p> <p>Explore the potential for a shared resources hub or hubs for infrastructural equipment sited in Orkney to be able to respond to event needs e.g. rostra, seating, sound proofing, marquees, touring technical system.</p> <p>Explore the potential of the Social Value Engine as a system of evaluation of qualitative data in terms of cultural impact in Orkney.</p>		2023-2025.
	19.	<b>Support cultural organisations to develop greater resilience.</b>	<p>Culture Fund Review – the revision of Key Client assessment processes and extension of the portfolio.</p> <p>Disburse and manage the Covid Recovery Fund for Culture.</p> <p>Festival and Events Sector Development Action Plans and realisation.</p>	<p>OIC Culture, Arts Development and Economic Development.</p> <p>HIE (Expo North).</p> <p>Creative Scotland.</p> <p>Orkney based Festival and Events Sector.</p>	2023-2024 and ongoing.

			<p>Support individual organisational reviews and reframe/refocus to ensure continued development.</p> <p>Explore the potential for a shared resources hub or hubs for infrastructural equipment sited in Orkney to be able to respond to event needs e.g. rostra, seating, sound proofing, marquees, touring technical system.</p>		
20.	<p><b>Maximise and promote the value of mentoring and the opportunities presented by the wealth of experienced artists working in Orkney.</b></p>	<p>Set up opportunities to for mentoring relationships with Key Culture Fund Clients as part of the grant requirements.</p> <p>Support opportunities to for mentoring relationships within the commercial arts sector in Orkney.</p> <p>Explore potential for opportunities within the wider cultural industries sector within Orkney.</p>	<p>OIC Arts Development.</p> <p>Key Culture Fund Clients.</p> <p>HIE.</p> <p>VAO.</p> <p>Cultural Organisations and businesses.</p>	2023-2027 (ongoing).	
21.	<p><b>Provide funding opportunities for individual creatives within Orkney and those</b></p>	<p>Continuing the support to individual artists and craft makers through the Visual Arts and Craft Makers Award (VACMA) in</p>	<p>OIC Arts Development.</p> <p>Creative Scotland.</p> <p>HIE.</p>	2023 and ongoing.	

		<b>benefiting Orkney communities.</b>	<p>partnership with Creative Scotland and HIE – ongoing.</p> <p>Implement Culture Fund Review recommendation to provide individual artist support across art forms that currently have no access to OIC funding including music, performing arts and literature. This to mirror the funding levels of the VACMA bursaries.</p>		
22.		<b>Attract external and national arts funding and opportunities to Orkney.</b>	<p>Funding Application support for Artists and arts organisations.</p> <p>Liaison with local and national cultural organisations and funders – ongoing.</p> <p>Support the development of new approaches to the wider Museum offer in Orkney – particularly regarding the current farm museums and Wireless Museum - Consider application to the William Syson Foundation for</p>	<p>OIC Arts Development, Museums' Service and Economic Development.</p> <p>Key Culture Fund Clients.</p> <p>Individual Artists.</p> <p>Cultural Organisations in Orkney.</p> <p>Creative Scotland.</p> <p>HIE.</p> <p>Trusts and Foundations.</p>	2023 – 2027 (ongoing).

			Public Art/Museums Development. Lead the Orkney Delivery Group for <i>Remembering Together</i> . National Covid Memorial Programme.		
--	--	--	--	--	--

## Strategic Theme: Place

Aligned sector aims and ambitions.	Target No.	Target.	How will this be achieved (SMART actions).	Lead Person(s) / Organisation(s).	By when.
<p><b>Orkney's Creative Future Strategic Theme: Place.</b></p> <p>We consider art as vital to the future sustainability and resilience of our islands. Orkney's landscape, unique culture and sense of place will continue to be a source of inspiration for artists. A readiness to experiment and innovate will help us to realise a</p>	23.	<p><b>Celebrate and support Orkney's unique built heritage, natural environment, arts and heritage collections and cultural traditions.</b></p>	<p>Capitalise on our own USP as a cultural destination, supporting business, enterprise, tourism and overarching economic development to foster resilience and sustainability:</p> <p>Support OIC Museums' Service's delivery of the Scapa Flow Museum Activities Plan through engagement of Primary and Secondary School Pupils, development of community site visits and initiation of stakeholder groups, early development of volunteer opportunities.</p>	<p>OIC Museums Service and Arts Development. Arts/cultural organisations. Funding partners.</p>	2023 – ongoing.



<p>creative and vibrant economy and a dynamic place where people choose to live and work.</p> <p><b>Through:</b></p> <p>Scottish Government: A Culture Strategy for Scotland, 2020, Ambition 2:</p>			<p>Develop action plans with Festival and Events Sector focussing on:</p> <ul style="list-style-type: none"> <li>• Marketing and Data Capture.</li> <li>• Volunteers.</li> <li>• Venues.</li> <li>• Infrastructure – Accommodation and Transport.</li> <li>• Funding.</li> <li>• Development.</li> </ul>		
<p><b>Transforming Through Culture.</b></p> <p>Our aims are:</p> <p>Place culture as a central consideration across all policy areas including: health and wellbeing, economy, education, reducing inequality and realising a greener and more innovative future.</p> <p>Open up the potential of culture</p>	24.	<p><b>Advocate for sustained support and investment in arts and culture within Orkney.</b></p> <p><b>Ensure Orkney’s Arts and Cultural sector continues to actively engage with regional and national cultural policy and decision making.</b></p> <p><b>Stay up to date in relation to national cultural policy and look for opportunities to feed into planning and consultation, particularly where</b></p>	<p>Implement Culture Fund review proposals:</p> <p>Align with National best practice in the Arts and Heritage Sectors – 2021 – ongoing.</p> <p>Address current inequalities within the disbursement of funding in terms of three key areas:</p> <p>Address the inability to create new membership of the Key Clients portfolio and disincentive of existing Key Client membership to widen their funding portfolios.</p>	<p>OIC Culture and Arts Development.</p> <p>Creative Scotland.</p> <p>Museums Galleries Scotland.</p> <p>VAO.</p>	<p>2020 – 2023.</p> <p>Ongoing.</p>

<p>as a transformative opportunity across society.</p> <p><b>Resulting in:</b></p> <p>Orkney Island Council Values: <b>Leadership, Enterprise and Innovation.</b></p> <p>Orkney Island Council Priority: <b>Enterprising Communities.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022: <b>Creation of a Land of Opportunity and Establishment of Scotland in the World.</b></p>		<p><b>issues could impact on Orkney.</b></p>	<p>Address the lack of funding for individual creatives from performing arts, literature and digital sectors- 2022 – onwards.</p> <p>Address the gaps in current data gathering to best support OIC to judge impact and make a case for continued funding, which in turn provides much needed evidence of the value that the arts and heritage afford in Orkney in order to drive strategic partnership working across sectors (including tourism and health).</p> <p>Widen the Recommendation Panel to include National Sector representatives.</p> <p>Align Recommendation and Decision Panels as the same event to facilitate decision making and demonstrate fairness and transparency of the process.</p>		
---	--	--	--	--	--

	25.	<p><b>Raise awareness of and promote Orkney's 'Living Culture' as a cultural tourism driver.</b></p>	<p>Continue to develop the relationship between the arts and tourism sector to maximise the potential of the arts and culture as part of Orkney's cultural tourism offer.</p> <p>Support the development of new approaches to the wider Museum offer in Orkney – particularly regarding the current farm museums and Wireless Museum - Consider application to the William Syson Foundation for Public Art/Museums Development Project.</p> <p>Support realisation of North Isles Landscape Partnership Ferry waiting room project.</p> <p>Broker interest groups to bring UCLAN's SUN installation to Orkney in 2023.</p> <p>Lead the Orkney Delivery Group for Remembering Together: National Covid Memorial Programme.</p>	<p>OIC Culture/ Museum's Service and Arts Development.  NILP Steering Group.  Orkney.com.  Visit Scotland.  HIE.  Local tourist providers.</p>	2022 - Ongoing.
--	-----	--	---	--	-----------------

	26.	<p><b>Support and encourage investment in and development of Orkney’s capital cultural infrastructure so that it remains fit for purpose.</b></p>	<p>Support the development of new capital cultural projects via the Islands Deal programmes, specifically the plans by The Pier Arts Centre to develop the Old Post Office, Stromness, and Links House, Birsay, as part of the Pan-Island Creative Islands Wellbeing Programme.</p> <p>Disburse and manage the Covid Recovery Fund for Culture.</p> <p>Support the development of new approaches to the wider Museum offer in Orkney – particularly regarding the current farm museums and Wireless Museum - Consider application to the William Syson Foundation for Public Art/Museums Development Project.</p>	<p>OIC Culture, Arts Development and Museums’ Service. Arts/Cultural Organisations – The Pier Arts Centre. Developers. HIE.</p>	<p>Ongoing.</p> <p>2023.</p> <p>2023-2027.</p>
--	-----	---	---	---	--

			<p>Develop action plans with Festival and Events Sector focussing on:</p> <ul style="list-style-type: none"> <li>• Venues.</li> <li>• Infrastructure – Accommodation and Transport.</li> <li>• Funding.</li> <li>• Development.</li> </ul>		2023-2025.
	27.	<b>Explore cross sectoral collaborations locally, regionally, nationally and internationally.</b>	<p>Seek opportunities to attract external funding in arts and culture to Orkney: Support the development of new approaches to the wider Museum offer in Orkney – particularly regarding the current farm museums and Wireless Museum Consider application to the William Syson Foundation for Public Art/Museums Development Project, National Heritage Lottery and other appropriate funders.</p> <p>Work with Stirling Council's Creative Education Team, National Galleries Scotland</p>	<p>OIC Culture and Arts Development. Culture Fund Key Clients. Annual recipients of Culture Fund. Artists and Arts Organisations. HIE. Creative Scotland. Trusts and Foundations. Stirling Council. National Galleries Scotland.</p>	

			<p>and Orkney Schools to access national funding.</p> <p>Seek opportunities to address issues of fragility in Orkney's cultural and arts sectors exposed by Covid.</p> <p>Lead the Orkney Delivery Group for <i>Remembering Together</i>. National Covid Memorial Programme.</p> <p>Explore the potential for Orkney Theatre to be able to promote Small/Mid-Scale national touring – potential to tap national funding and bring new forms of theatre/ performance practice enable the maximising of reach and development to and with audiences in Orkney.</p>		
	28.	<b>Advocate for best practice to minimise the negative environmental impact of arts projects.</b>	<p>Promote sector awareness of Creative Carbon Scotland's comprehensive resources and guidance specific to the cultural sector in Scotland to help organisations understand and reduce their environmental impact via consideration of</p>	<p>OIC Development and Infrastructure, and Arts Development.</p> <p>Orkney Science Festival.</p> <p>Orkney based Environmental Organisations e.g. EMEC.</p>	Ongoing.

			<p>environmental impact in OIC Culture Fund application requirements.</p> <p>Create partnerships with Orkney based specialists in environmental issues such as ORIC and EMEC.</p> <p>Support the presentation of the SUN Project by the Science Festival.</p>	<p>UHI. RGU and ORIC. Creative Scotland.</p>	<p>2023.</p>
--	--	--	---	--	--------------

## Strategic Theme: Participation

Aligned sector aims and ambitions.	Target No.	Target.	How will this be achieved (SMART actions).	Lead Person(s) / Organisation(s).	By when.
<p><b>Orkney's Creative Future Strategic Theme: Participation.</b></p> <p>Individuals and communities will be able to access and participate in a diverse range of high quality arts activity.</p> <p>Increased opportunities for people to experience the arts and also to become the creators of art will help improve mental and physical wellbeing, tackle social isolation and enable people to</p>	29.	<p><b>Ensure that the Arts Development Strategy and the work of the sector is recognised as a valuable contribution to community participation and development within Orkney.</b></p>	<p>Promote the arts sector as a resource within wider OIC projects including:</p> <p>Capital development – St Andrew's Primary School Floor Project.</p> <p>The Balfour Hospital Public Art commission.</p> <p>GMB100 Public Arts Commission.</p> <p>Review of Festival Sector to include an economic impact assessment.</p> <p>Community Wellbeing via Orkney Delivery Group for Remembering Together: Covid Memorial Programme – made up of NHS Orkney, Blide Trust, VAO, NILPS, an elected Council Member, a local artist and Orcadian,</p>	<p>OIC Culture, Arts Development, Communications, Economic Development, Councillors.</p> <p>Key Culture Fund Clients.</p> <p>Annual Culture Fund recipients.</p> <p>VACMA recipients.</p> <p>Artists and Arts, Cultural Organisations.</p> <p>Third sector organisations.</p> <p>NHS Orkney.</p>	Ongoing.



<p>develop important skills.</p> <p><b>Through:</b></p> <p>Scottish Government: A Culture Strategy for Scotland, 2020, Ambition 3: <b>Empowering Through Culture.</b></p> <p>Our aims are:</p> <p>Continue to celebrate Scotland's extraordinary cultural contributions.</p> <p>Extend include the everyday and emerging, the established and more formal.</p>			<p>LEADER representative. The project has a creative co-creational community approach to the production of an appropriate memorial for Orkney.</p> <p>Pilot an ongoing Orkney Creative Leadership online platform hosted by Matthew Sowerby and Associates to share and develop creative leadership and learning approaches, in education leadership and practice.</p> <p>Support OIC Museums' Service's delivery of the Scapa Flow Museum Activities Plan through engagement of Primary and Secondary School Pupils.</p>		
<p>Extend opportunities that enable the view of culture to people to take part in culture throughout their lives.</p>	30.	<p><b>Promote the benefits of creative participation.</b></p>	<p>Promote and adopt the findings of the 2017 cross party paper on Health and Wellbeing to address both the issues around robust evidence gathering in the arts</p>	<p>OIC Culture and Arts Development. Cultural and Arts Organisations. Local Artists.</p>	<p>Ongoing.</p>

<p>Recognise each community's own local cultures in generating a distinct sense of place, identity and confidence.</p> <p><b>Resulting in:</b></p> <p>Orkney Island Council Values: <b>Equality, Fairness and Sustainability.</b></p> <p>Orkney Island Council Priority: <b>Thriving Communities and Quality of Life.</b></p> <p>Scottish Government: A fairer, greener, Scotland Programme 2021-2022: <b>Creation of an Economy that works for all of Scotland's People and Places and Living Better.</b></p>			<p>sector and harness the existing evidence that in many cases a £1 spent in this sector yields significant savings to the public purse further down the line. It also highlights that this impact is more than savings based, as the sector can provide significant social results in terms of quality of life.</p> <p>Explore the potential of Social Value Engine as a system of evaluation of qualitative data in terms of cultural impact in Orkney – pilot with North Ronaldsay Sheep Festival.</p> <p>Ensure the support and inclusion of participatory practice in projects and programmes delivered by Culture Fund Key Clients and also others supported and funded by OIC, particularly with regard to the impact of Covid on both the</p>	<p>Robert Gordon University. NHS Orkney. Third Sector organisations e.g. OHAC, Blide Trust. Consider working with an external organisation such as Arts and Business Scotland or Culture Republic to conduct research.</p>	<p>2023-2024.</p>
--	--	--	---	--	-------------------

			<p>community at large and the creative sector.</p> <p>Research the need for and benefit of a sector wide evaluation of current participation in the arts in Orkney so that we are able to identify gaps in participation.</p>		2025-2026.
	31.	<p><b>Promote the development of arts and culture participation in the recovery from, and acceptance of, Covid in our communities.</b></p>	<p>Explore supporting the Wellbeing agenda, driven by Covid, and potential around prescribing art to develop the use of arts in the delivery of health and social care services. Explore with a range of organisations and sectors how they might use arts in the delivery of their work and services. Including non-arts services. Specific examples include Orkney Health and Care, OIC – Community Learning and Development team and</p>	<p>OIC Culture, Arts Development, LEADER, Economic Development. Greenspace Scotland. NHS Orkney. The Balfour. Creative Scotland.</p>	2023-2027.

			<p>education services. Voluntary Action Orkney. Promote and adopt the findings of the 2017 cross party paper on Health and Wellbeing in order to cultivate a shared understanding of how creative participation can be used as a form of prevention, reliance, and recovery in relation to health and wellbeing.</p> <p>Explore the potential of Social Value Engine as a system of evaluation of qualitative data in terms of cultural impact in Orkney.</p> <p>Community Wellbeing – Support the Islands’ Deal Creative Islands and Wellbeing Programme – The Pier Arts Centre capital development project.</p> <p>Manage the Orkney Delivery Group for <i>Remembering Together</i>.</p>		
--	--	--	--	--	--

			<p>Covid Memorial Programme.</p> <p>Realise outstanding public art commission at The Balfour.</p> <p>Support further development of arts and creativity as embedded within the delivery of the Balfour Hospital through a new commission for a History Wall installation for the foyer of The Balfour.</p>		
	32.	<b>Support building volunteer capacity across Orkney's arts and cultural sector through knowledge sharing and training.</b>	<p>Encourage arts/cultural organisations to meet volunteering best practice standards. Guidance available through VAO and Voluntary Arts Scotland and support unique training needs of arts/cultural volunteers - pilot with Scapa Flow Museum.</p> <p>Support cultural organisations to reassess voluntary capacity in the light of the impact of Covid on</p>	<p>OIC Culture and Arts Development. VAO. Creative/cultural organisations.</p>	Ongoing.

			<p>human resources – Develop Festival and Events Sector Recommendation Action Plan.</p> <p>Encourage arts/cultural organisations to attain the Investing in Volunteers – Quality Standard – pilot with Scapa Flow Museum.</p>		
	33.	<b>Promote, ensure and celebrate equality, diversity access and inclusion within the arts.</b>	<p>Endeavour to support artists and organisations to make projects and events accessible to all by removing physical and perceived barriers to participation via advocating for 95% of Council run and funded projects to be accessible through:</p> <ol style="list-style-type: none"> <li>1. The use accessible venues.</li> <li>2. Communications and language.</li> <li>3. Consideration of digital access around connectivity and digital disadvantage.</li> </ol>	<p>OIC Culture, Museums and Arts Development. Key Culture Fund Clients. Annually funded Open Pot recipients. Artists and arts sector and organisations. Creative Scotland.</p>	Ongoing.

			<p>4. Recognition of the geographical barriers in Orkney and when planning activities and events consider how timings, location and transport options could encourage attendance.</p> <p>5. Organisation of events so that transport does not restrict participation and engagement with events and opportunities.</p> <p>6. Concessionary admission to events and opportunities, low-cost travel and bursaries to enable fair access to opportunities.</p> <p>7. Securing of external project funding in order to support additional access costs.</p> <p>8. Build access into budgets.</p>		
	33.	<b>Build awareness of arts events and</b>	Review current communication approaches for their reach and effectiveness	OIC Culture, Arts Development, Communications.	Ongoing.

		<p><b>opportunities for participation.</b></p>	<p>in disseminating arts information.</p> <p>Inclusion of Culture Fund Case studies on Arts Development Website.</p> <p>Research and develop the use of existing OIC platforms such as Orkney.com and sector led social media.</p> <p>Contribute to a Culture online platform to disseminate information.</p>	<p>Key Culture Fund Clients.</p> <p>Annually funded Culture Fund Open Pot recipients.</p> <p>News outlets.</p>	<p>2023-2024.</p>
--	--	--	---	--	-------------------