

# Sector Aims and Ambitions 2017 to 2019



## Strategic Theme: 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.

### Sector Aims and Ambitions

**Cultivate a shared understanding of creativity skills and creative learning across the arts and education sector in Orkney.**

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
1.	Develop a set of creative learning aims for Orkney in line with Curriculum for Excellence and How Good is our School 4 (HGIOS4).	Set up an arts and education sector focus group to develop the aims.	Orkney Islands Council.	September 2017.
2.	Using the aims developed through Target 1 submit an application to the Creative Learning Network (CLN) fund to deliver a pilot project against these aims.	Application to the CLN Fund.	Orkney Islands Council.	Annually – May.
3.	If successful in the application to CLN deliver a pilot project and evaluate.	Working with project partners.	Orkney Islands Council.	May 2018.
4.	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.	Active engagement with Education Scotland and Creative Scotland through the Creative Learning Network (CLN). Annual attendance at the CLN conference. The Pier Arts Centre is represented on the Engage Scotland development group.	Orkney Islands Council. Pier Arts Centre.	Ongoing.
5.	Organise at least one creative learning event each academic year for teaching staff to continue to develop a shared understanding of creative learning and the value of creativity skills.	Arts and education sector focus group.	Orkney Islands Council.	Annually – using existing platforms such as Leaders of Learning Conference or during In-Service days.

**Develop a greater range and number of creative learning opportunities in schools and communities.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
6.	Support the delivery of the Theatre in Schools Scotland pilot programme.	Working with the National Theatre of Scotland and Orkney schools.	Orkney Islands Council.	During 3-year pilot 2016 to 2018.
7.	Encourage schools to actively engage with Scotland's Year of History, Heritage and Archaeology through the Magnus 900 and Stromness 200 cultural programmes.	Create and support a teacher steering group as with WWI project.	Orkney Islands Council.	End of 2017.
8.	Continue to advocate and support collaboration between schools and artists/cultural organisations to enrich learning experiences.	Targets 1 to 7 will contribute and provide opportunities for collaboration. Advocacy by Arts Officer.	Orkney Arts Forum. Orkney Islands Council.	Annually.
9.	Ensure that the arts/creative sector is feeding into the 'Orkney Offer' work stream to help identify and establish personalised creative pathways for Senior Phase students.	Identify a mechanism to feed into the Orkney Offer.	Orkney Arts Forum. Orkney Islands Council.	End of 2017.
10.	Support existing writers' and readers' groups and encourage the development of further groups.	Continue to investigate and secure funding for a part-time Literature Development post or co-ordinator role to support development, residencies and events.	GMB Fellowship.	2017 to 2019.
11.	Continue to support the encouragement and development of young writers throughout Orkney through Wirdsmit.	Further develop relationships with partners such as the highly successful link with the RSPB. Follow up invitation to connect with the Ness of Brodgar and further develop story map projects in the isles.	GMB Fellowship.	2017 to 2019.

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
12.	Ensure the continuation of Writing Fellowships in Orkney.	Over the next 3 years run a series of new residencies and introduce writers mentoring schemes.	GMB Fellowship.	2017 to 2019.

**Support access routes into the arts sector and creative industries, through apprenticeships, trainee schemes, volunteer programmes.**

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
13.	Develop at least 1 work placement per year for young people in the cultural and creative industries.	Collaborative Creative Communities programme.	Highlands and Islands Enterprise and St Magnus International Festival.	2019.
14.	Provide specific support and development opportunities targeted at graduates within and returning to Orkney in order for them to continue to develop their skills.	The Pier Group provides ongoing support for arts graduates.	Pier Arts Centre.	Ongoing.
15.	Advocate fair pay for artists and creative professionals in line with current sector/industry standards.	Encourage organisations to fully recognise the contribution of artists by paying in line with current industry standards. Raise awareness amongst artists of the annual rates of pay guidance published by sector/industry bodies.	Orkney Arts Forum.	Ongoing.

**Increase access to more regular and cost-effective professional development opportunities for artists and creative sector employees.**

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
16.	Share information about the latest training and professional development opportunities for artists and creative professionals.	Orkney Arts Forum and Arts Officer through existing communication platforms.	Orkney Arts Forum. Orkney Islands Council.	Ongoing.

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
17.	Conduct a review of training needs across the sector to identify shared needs and enable a more strategic and cost-effective approach to delivery.	Organisations to feed into a central needs analysis.	Orkney Arts Forum.	End of 2017.
18.	Develop an annual series of at least 2 training events and workshops to meet the needs identified through the sector analysis.	Working with a number of specialist creative sector training providers and using the expertise within Orkney.	Orkney Arts Forum. Orkney Islands Council. Voluntary Action Orkney.	2018 to 2019.
19.	Maximise and promote the value of mentoring and the opportunities presented by the wealth of experienced artists working in Orkney.	Look at both funded and informal opportunities to set up mentoring relationships.	Orkney Arts Forum. Orkney Islands Council.	2017 to 2019.

**Build volunteer capacity across Orkney's arts and cultural sector through knowledge sharing and training.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
20.	Ensure volunteers are able to access appropriate training opportunities so that they have the skills to conduct their roles effectively.	Ensure arts organisations are aware of the support and current training provided by Voluntary Action Orkney.	Voluntary Action Orkney.	2017 to 2019.
21.	Identify unique training needs of arts/cultural volunteers.	Organisations to feed into a central needs analysis.	Orkney Arts Forum.	End of 2017.
22.	Encourage arts/cultural organisations to meet volunteering best practice standards.	Best practice guidance available through VAO and Voluntary Arts Scotland. Encourage arts/cultural organisations to attain the Investing in Volunteers – Quality Standard.	Orkney Arts Forum. Festivals Forum.	Ongoing.

## Strategic Theme: 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.

### Sector Aims and Ambitions

**Maintain and celebrate Orkney's unique built heritage, natural environment, arts and heritage collections and cultural traditions.**

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
23.	Feed into delivery of OIC's Strategy to further protect Orkney's Cultural Heritage.	Arts Museums and Heritage Service in consultation with arts/cultural organisations.	Orkney Arts Forum.	2018.
24.	Advocate for best practice to minimise the negative environmental impact of arts projects.	Make the sector aware 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.	Orkney Arts Forum.	Ongoing.

**Raise awareness of and promote Orkney's 'Living Culture' as a cultural tourism driver.**

Target Number.	Target.	How will this be achieved.	Lead Person(s) / Organisation(s).	By when.
25.	Continue to develop the relationship between the arts and tourism sector to maximise the potential of the arts as part of Orkney's cultural tourism offer.	Ensure the Arts and Festivals forums are represented at the annual Orkney Tourism Conference.	Orkney Arts Forum. Orkney Festivals Forum.	Annually.
26.	Research and develop a pilot project focusing on the promotion of living culture through its integration into the tourist experience. Storytelling and Traditional Music present opportunities in this context.	LEADER Co-operation Project presents an opportunity worthy of further investigation.	Orkney Islands Council. HIE. East Perthshire.	2018.

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
27.	Develop at least one artist led project as part of the Northern Isles Landscape Partnership scheme.	Develop a proposal in partnership with a community, supported by a sector partnership where appropriate.	NILP Steering Group.	August 2017.
28.	Review and update the public arts strategy for Orkney.	Set up a steering group of relevant stakeholders. E.g. Pier Arts Centre, OIC, UHI.	Orkney Arts Forum.	

**Encourage investment in and development of Orkney's capital cultural infrastructure.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
29.	Support the development of new capital cultural projects and ensure the development of existing cultural infrastructure to ensure it remains fit for purpose.	New opportunities are presented by the Old Post Office and Campus projects in Stromness and The Old Library in Kirkwall.	Arts/Cultural Organisations. Orkney Islands Council. HIE.	2017 onwards.

**Explore cross sectoral collaborations locally, regionally, nationally and internationally.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
30.	Through a LEADER co-operation project look at barriers and needs of emerging creative businesses in Orkney and how the arts sector can provide further support.	A LEADER co-operation project is being scoped with East Perthshire and Orkney stakeholders.	Arts/Cultural Organisations. Orkney Islands Council. HIE.	2017 onwards.
31.	Seek to develop further relationships with the private sector, the opportunities this may afford artists and the investment potential.	In this respect relationships are most likely to develop through organisational interests and personal relationships.	Arts/Cultural Organisations.	2017 onwards.

**Make use of the combined knowledge and expertise in Orkney’s arts and business sectors to support new creative start-ups and social enterprises.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
32.	New creative start-ups and social enterprises should be aware of the support available to them locally and how they can access this. They should also feel able to approach leaders in the sector for their expertise and guidance.	Communicate clearly about the opportunities and support available to creative start-ups and social enterprises. As a sector show support for these and by open and forthcoming with help and advice.	Business Gateway. VAO. HIE. Orkney Islands Council. Arts/Cultural Organisations. Creative Businesses.	Ongoing.

## **Strategic Theme: 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.

### **Sector Aims and Ambitions**

**Promote the benefits of creative participation.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
33.	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. Share this data across the sector.	A LEADER co-operation project is being scoped with East Perthshire and Orkney Stakeholders. Consider developing a shared evaluation toolkit for arts and cultural organisations to use, this would enable consistent data capture and analysis.	Consider working with an external organisation such as Arts and Business Scotland or Culture Republic to conduct this research.	End of 2019.
34.	Ensure that the Arts Development Strategy and the work of the sector is recognised as a valuable contribution to community development within Orkney.	Seek the adoption of the new Arts Development Strategy by the Council and the Orkney Community Planning Partnership. Identify ways to promote it as a resource when planning projects. Ongoing monitoring will help to ensure it remains up to date and relevant.	Orkney Arts Forum.	June 2017. Ongoing.



<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
35.	Launch the strategy with a public event building on previous creative sector events such as Tullimentan and Orkney Oot There.	Plan and deliver a creative sector event.	Orkney Arts Forum.	Autumn 2017.

**Cultivate a shared understanding of how creative participation can be used as a form of prevention in relation to health and wellbeing.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
36.	Explore with a range of organisations and sectors how they might use arts in the delivery of their work and services. Specific examples include Orkney Health and Care, OIC – Community Learning and Development team and education services, Voluntary Action Orkney.	In dialogue with the council departments and a range of local organisations.	Arts/Cultural organisations. Arts Officer.	Ongoing.

**Pilot projects which demonstrate the positive impact of arts participation across a range of non-arts services.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
37.	Develop a public arts project with the Lifestyles Service.	Working with staff and service users – funds already committed by Lifestyles Service and external match funding is being sought.	Orkney Islands Council.	End of 2018.
38.	Advocate for arts and creativity to be embedded within the delivery of the new Balfour Hospital.	Support the development of arts and creative projects as part of the new development.	Orkney Arts Forum. Orkney Islands Council.	2017 onwards.
39.	Deliver as least one arts project within the delivery of the new hospital.	Community Benefit Clause Steering Group.	NHS Orkney. OHAC. Robertson Capital Projects.	2018.

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
40.	Develop the use of arts in the delivery of health and social care services.	Support organisations who wish to use a range of arts in their work. Ensure such project all fully evaluated and used to build an understanding of the benefits for those less aware.	OHAC. Blide Trust. Arts/Cultural organisations. Arts Museums and Heritage Service.	Ongoing.
41.	Explore the opportunities presented by a faith in arts project.	Bring together leaders from different faiths to further explore this idea.	Faith communities and artists.	2018 to 2019.

**Promote, ensure and celebrate equalities and diversity within the arts.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
42.	Endeavour to make projects and events accessible to all by removing physical and perceived barriers to participation.	Use accessible venues, communications and language.	Sector wide. Arts Forum as a platform for dialogue and to address shared issues.	Ongoing.
43.	Where ever possible organise events so that transport does not restrict participation and engagement with events and opportunities.	Recognise the geographical barriers in Orkney and when planning activities and events consider how timings, location and transport options could encourage attendance.	Sector wide.	Ongoing.
44.	Encourage concessionary admission to events and opportunities, low cost travel and bursaries to enable fair access to opportunities.	External project funding will help to reduce admission to events and participation in projects. Sponsorship in relation to travel and associated cost will also help.	Arts/Cultural organisations, event organisers. Orkney Arts Forum.	Ongoing.
45.	Increase the number of people who are aware of arts events and opportunities by continuing to develop effective communications.	Review current communications strategies, their reach and effectiveness. Look to develop the use of existing platforms such as Orkney.com and sector led social media.	Orkney Arts Forum. Arts/Cultural organisations. Orkney Islands Council.	Annually.

**Pilot projects with a focus on digital participation and skills development.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
46.	Advocate for and support the development of increased levels of digital participation within the arts sector.	Develop the use of digital participation in projects and communications.	Orkney Arts Forum. Arts/Cultural organisations.	Ongoing.

**Sector aims and ambitions continued.**

<b>Target Number.</b>	<b>Target.</b>	<b>How will this be achieved.</b>	<b>Lead Person(s) / Organisation(s).</b>	<b>By when.</b>
47.	Orkney's Arts and Cultural sector continues to actively engage with regional and national cultural policy and decision making.	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.	Orkney Arts Forum. Orkney Islands Council.	Ongoing.
48.	Ensure the sustainability of the Orkney Arts Forum, that it remains active and vibrant and can effectively contribute to current discourse and policy.	Maintain quarterly meetings of the Arts Forum. Take this opportunity to review the role of the Forum and how it can be most effective moving forward.	Orkney Arts Forum membership.	Quarterly meetings.
49.	Advocate for sustained support and investment in arts and culture within Orkney.	Orkney Arts Forum must make effective use of the voice of its combined membership to advocate for support and investment.	Orkney Arts Forum.	2017 – Ongoing.