



FINDHORN BAY ARTS

BUSINESS PLAN 2021 - 2024

CONTENTS

Executive Summary	3
Our Work.....	4
What We Do.....	4
Where We Work.....	5
Who We Work With	7
Recent Activities	10
Awards & Recognition	16
Strategy	17
Vision.....	17
Mission.....	17
Objectives.....	17
Values.....	18
Activities 2021-2024	19
Events & Festivals.....	19
Residencies & Commissions.....	20
Creative Learning	21
Operations	23
Finance	23
Governance	25
Staffing	25
Policies	26
Premises.....	27
Communications & Digital	28
Overview	28
Key Assets.....	29
Digital Systems	30
Future Considerations	30
Appendices.....	32
Appendix 1: Delivery Plan Alignment.....	32
Appendix 3: Risk Analysis	35
Appendix 4: Board & Key Team	37
Appendix 5: Staff Structures	39
Appendix 6: Strategic Alignment	40
Appendix 7: Awards & Recognition.....	43

EXECUTIVE SUMMARY

This business plan lays out the purpose and direction of Findhorn Bay Arts and its creative programme and ambitions for 2021 - 2024.

Since 2012, Findhorn Bay Arts has been 'making creative things happen' in Moray and beyond. An award-winning creative producer of cultural events and activities, our work is rooted in the communities of Moray. We strive to create high-quality and accessible cultural experiences, including the biennial Findhorn Bay Arts Festival. We have established a year-round programme for people of all ages and abilities and our work has been a driver to the rise of tourism in the area contributing around £800,000 to the local economy.

Over the last nine years, we have forged strong partnerships with funders, stakeholders, artists, and creative practitioners and, most of all, our local communities. Our partners are wide-ranging and include community groups, Moray Council, Moray Community Planning Partnership, Moray Speyside Tourism, VisitScotland, Creative Scotland, Highlands and Islands Enterprise, and The Scottish Government.

On a regional and national level, we have won awards for playing a major part in the community and creative regeneration of our area as well as winning awards for our contribution to the cultural sector.

We will continue to encourage access to and participation in our activities from as wide a constituency as possible within the areas that we work - and are committed to removing any barriers to this or identifying ways to proactively connect with groups and individuals that may find it harder to be involved.

Over the next four years, we will continue to produce and programme quality events within our annual activities including two Findhorn Bay Festivals in 2022 and 2024. This will also take in our creative learning programme which offers our local communities participatory opportunities that are accessible, inclusive, and empowering for people of all ages and abilities, and our Residency and Commissions programme that offers artists and creative practitioners exciting new opportunities to make work in and with Moray communities.

Overall, this business plan ignites our passion to celebrate and promote Moray as a place of outstanding arts and culture as well as attributing to make the area a better place to live, work and visit.

Board of Directors, Findhorn Bay Arts

OUR WORK

What We Do

Findhorn Bay Arts is an award-winning creative producer of cultural events and activities rooted in the communities of Moray. We have grown from our initial Culture Day celebration, first held in 2013, to establish a year-round programme of high quality arts and cultural activities for young people and their families, locals and visitors alike, including the flagship biennial Findhorn Bay Festival.

Driven by a passion to celebrate and promote the area as a place of outstanding arts and culture, Findhorn Bay Arts was established in 2012 as a non-profit organisation and company limited by guarantee (SC413997). In 2020, we became a charity registered with the Office of the Scottish Charity Regulator (SC049867) further cementing our aim to bring increased creative opportunities and investment to the communities that we work with.

Our development has been significantly informed by a desire to increase recognition for the Moray creative sector and for the positive role that arts and culture can make to so many parts of our lives. We have been a driving contributor to the revitalisation of the region as a creative place, including establishing Ignite: Moray Youth Arts Hub, co-founding the Culture Cafe creative network and contributing to the Moray Cultural Strategy: We Make Moray - which was prepared in the shadow of negative news stories about lack of support for arts and culture in the region.

We are based in the town of Forres - situated in the west of Moray and adjacent to Findhorn Bay - the large tidal basin from which we, and our festival, take their name. The surrounding communities of Forres, Findhorn, and Kinloss have been key sites for festival venues for the first three editions. However, our other strands of work make increasingly wider connections through year-round activities that connect with audiences, participants and artists across Moray and beyond.

As the only multi-arts producer working within this part of Scotland, we increasingly understand our role as a key part of national cultural infrastructure - and as such our activities are aligned to regional and national cultural strategies including those from Moray Council, Moray Community Planning Partnership, Moray Speyside Tourism, Visit Scotland, Creative Scotland and The Scottish Government.

Where We Work

The work of Findhorn Bay Arts was established in the communities around the bay of Findhorn. Our office is situated in Forres and since 2012 our work has responded to people and to place. Rooted in the local community, our work has grown over the years to reach and engage with people across Moray and beyond and as such is deeply informed by the people, resources, challenges and opportunities of this region of Scotland.

Although the population here is steadily growing, the region has a declining birth rate and experiences a consistent net migration of young people between 16-29 years of age. The resulting demographic profile is becoming increasingly older, placing distinct challenges on service provision, infrastructure and economic prosperity. Six communities perform poorly on the Scottish Index of Multiple Deprivation 2016, but many rural areas have middling performance, caused primarily by longer than average drive times to access services and disadvantaged public transport.



Additionally, in 2020/21, COVID-19 has had a substantial impact on the communities of Moray. Our artists have lost work, our halls been unable to connect with the people they serve and generate income from their normal activities, our communities have been isolated and disconnected from activities that provide them with social and mental stimulation/connections.

This context presents a pressing need to find diverse activities and sustainable income streams to make the area an attractive and thriving community.

The wider economy within Moray has also experienced significant change in the 21st century, including negative disruption from significant loss of employment and the challenges of a sustainable rural economy that partially exists within commutable proximity to growing urban centres. A sustainable future for the region is dependent on a balanced, diverse and sustainable mixed economy which can in turn produce vibrant communities that offer a good quality of life - as outlined in the Moray Growth Deal 2026. Creating opportunities for training, career progression, skills retention and in particular offering young people a strong and confident pathway are essential. A key contributor to this diversification and sustainability is the creative economy and the role of creative learning in education and skills development.

“ Placing a spotlight on Moray’s coastal communities and bringing the heritage and culture to life in creative ways will allow people to more easily connect with it. Your ... programme of interconnected activities looks set to be a truly spectacular, inclusive celebration of Moray’s Coast and Waters which will attract large audiences and is heartily welcomed by both Great Places and the Moray Council.

Jim Grant - Head of Development Services, Moray Council.

Nationally and internationally, Moray is increasingly highlighted as a visitor destination and our events and flagship festival have made an important contribution to this increased profile, bringing investment and visitor spend to the area. There are still however many more opportunities to better connect the unique natural and heritage assets of the area with a meaningful visitor experience - as identified most recently the work of Moray's Great Places - and cultural activity is an essential component to make this happen.

We understand our work to deliver value and make positive contributions to the key attributes that make Moray a better place to live, work and visit. We outline further how our work responds to and aligns with regional and national strategies for economy, rural development, strengthening communities and growing tourism in [Appendix 6](#).

“ Aigner’s increasingly impressive Findhorn Bay Festival; it feels as though a fire has been lit in Moray that will not be extinguished

Joyce McMillan - The Scotsman

Who We Work With

Audiences and Participants

Through our work we aim to make art, culture and creativity accessible to all. We work to reach a wide and varied audience and create opportunities to participate whenever possible. We are committed to engaging with people of all ages, abilities, backgrounds and walks of life to introduce them to and develop their involvement in arts and culture. Although broad, our audiences and participants can be categorised as:

- Local Residents
- Visitors – Regional, National & International (to a lesser degree as participants)
- Young People
- Older People
- Families

Engagement is primarily developed and maintained through our communications and publicity channels with the aims of:

- Meeting the needs of, and reaching, current audiences and participants
- Connecting with potential audiences, participants or creative partners
- Developing long-term, engaging and beneficial relationships
- Increasing general awareness of and support for us and our work

Over the years we have demonstrated a strong ability to attract and retain audiences and participants across all of our work.

“ FBA has an excellent track record in engaging all sectors of our community to produce successful events and festivals

Fiona Robb, Head of Strengthening Communities, HIE

Artists and Creative Practitioners

Across all our programmes of work we seek to engage and support artists and creative practitioners working across artforms and genres. Our work engages with both those based within and outwith the Moray region. We work in a range of ways to support and enable artists depending on the nature of each project, including:

- Providing significant opportunities for residencies and commissions through competitive open application processes for creative professionals.
- Directly engaging with and inviting creative practitioners to perform, make work or exhibit in Moray as part of our curated programmes and festivals.
- Working with suitably qualified artistic practitioners to deliver creative learning activities.
- Supporting local artists and makers with their professional and skills development and to help identify opportunities to showcase their work.

As we increase our year round activities beyond the Festival and through our increased audience facing presence and activities, we will aim to provide more support and professional opportunities for artists and creative practitioners - recognising and celebrating the value they create through their work and engagement with our communities and seeking to deepen partnerships with them as creative leads and co-creators.

“ It was a delight to play to a sold out audience as part of this year's Findhorn Bay Festival. the festival has a growing national reputation as a producer of ambitious new participative work, and it creates a buzz of energy locally and offers a tremendous platform for growing audiences across the whole area.”

Karine Polwart, Festival 2018 Visiting Artist

Partners and Stakeholders

We have a successful track record of attracting and collaborating with a wide range of partners from across different sectors in the delivery of our work. We aim to continue to work in partnership and in collaboration with others to support the development and growth of our activities and value the importance of developing meaningful and mutually beneficial relationships. Engaging with partners and building partnerships enables us to:

- Achieve meaningful and ambitious programme outcomes that engage successfully with different contexts.
- Improve and broaden the impact of our work by aligning interests with others working in different areas.
- Share skills, expertise, information and peer learning with those we work with.
- Raise the profile of what we do and who we work with at regional and/or national level.
- Strengthen the overall creative community within our area by collaboration and mutual support.

By building connections and working in partnership with others we are able to create activities and events with a greater depth and quality of experience that is relevant and valued to audiences, participants, artists and stakeholders. We will continue to grow and develop our working relationships and partnerships throughout all of our work.

“ The collaboration will strengthen bonds between the Findhorn area and the Institute/University, reinforcing and expanding nascent contacts, embodying and broadening our ongoing commitment to community involvement. The partnership provides an interesting and diverse framework for exploring how identities are created, adapted, reinterpreted and renewed, to meet new and challenging circumstances, and a launchpad for longer term, sustainable developments and collaborations.”

Dr Thomas A. McKean, Director, Elphinstone Institute, University of Aberdeen

Recent Activities

Directed by a Board of five experienced sector professionals and delivered by a team of three freelance staff, the core activities of the organisation are:

Festivals & Events - including the flagship biennial Findhorn Bay Festival as well as year round community arts events.

Residencies & Commissions - creating new opportunities for artists to make work in and with communities of Moray.

Creative learning - a diverse programme of participatory creative activities that are accessible, inclusive and empowering.

Whilst, as a producing organisation, the projects and activities we deliver vary in theme and scale, our overarching aim is to develop a sustainable company that:

- Produces, supports, grows, encourages, develops high quality cultural events that attract local and visiting audiences resulting in cultural, social and economic benefit for the Findhorn Bay area and beyond
- Grows audiences of all ages through long-term engagement with creative experiences
- Encourage participation in cultural activities, removing barriers to awareness and access
- Support artists in developing and presenting artworks that engage with and respond to the area
- Develops with appropriate ongoing resources to deliver our activities

Highlights

Findhorn Bay Arts produces a year-round programme of cultural events and activities.

Some key achievements during the previous plan period include:

In The Mix (2017 - 2020)

A Cashback for Creativity funded programme delivering a bespoke, professionally-led three year project of creative activity for young people aged 10-25 years old living in Moray. The project specifically engaged with young participants who were significantly impacted by challenges of isolation, exclusion and deprivation.

The project benefited 196 participants across 241 creative sessions delivered by 15 freelance artists, with positive results and feedback from participants and partner organisations across a range of output indicators.

Project Arts (2015 - 2017)

As part of the Creative Place Award Programme, Project Arts supported 16 creative projects that connected 22 local artists with 13 business and 10 community groups to create new and responsive work that reached over 900 local participants including many young people.

Ignite Moray Youth Arts Hub (2015 - 2017)

We delivered one of nine regional hubs established as part of Time To Shine, the National Youth Arts Strategy.

The three year funded programme worked in partnership with youth organisations, Moray Council Youth Engagement Team, local artists and Youth Ambassadors to deliver arts and creative activities that young people in Moray wanted to happen.

The project supported 27 freelance artists to deliver 42 creative programmes and engaged with 3,085 people aged under 25 from across Moray, supporting over 30 into further education/employment.

“ Thanks to the team for ensuring we had a wonderful time. The pupils got so much from the experience and are enthused and energised as a consequence. We loved the atmosphere and we really appreciated how Findhorn Bay Arts enabled us to participate.”

Teacher, Forres Academy

The Buke of the Howlat (2018)

A large scale outdoor theatrical production, co-created by a specially assembled creative team, which formed the centrepiece of the third Findhorn Bay Festival and made possible by a large number of creative and technical partners at local and national level.

The contemporary multi-arts production, which was based on a 15th century Scots poem of the same name involved a huge creative team including - actors, dancers, singers, musicians, acrobats and aerialists.

Presented as part of Scotland's Year of Young People, the development of the production involved young people on and off stage in the artistic and technical presentation of the work, including:

- 13 young actors and dancers from NC Acting, Moray College UHI formed the Birds of the Forest.
- 25 people formed part of the intergenerational community choir, 'Chorus of Birds' with verse sung in Scots, Gaelic and English involving students, staff and family members from Drumduan Upper School.
- 240 young people and their families engaged, through a series of school based workshops resulting in creation of props and lanterns that formed part of the woodland set.
- 10 young people worked directly with the core creative team.

A total of 316 people developed and learnt a range of new skills and as a result of being involved in the co-design of The Buke over a period of six months.

The resulting production attracted an audience of 1,176 people over the course of 5 performances and was acclaimed as a fresh and contemporary take on an ancient Scots tale.

Findhorn Bay Festival (2018)

The third biennial Findhorn Bay Festival took place in and around the Forres area in September 2018 with a spectacular showcase of arts and culture during Scotland's Year of Young People with many sold out performances, free shows including Culture Day Forres and exhibitions packing out with locals and visitors alike.

The festival was supported by an extended programme of creative learning in communities across Moray. Activities included Scots Language workshops delivered by the Elphinstone Institute, learning about the wildlife and fauna of Findhorn Bay with RSPB Scotland and storytelling and crafts with local school children.

The festival programme included over 70 visiting and local artists and took place across 29 venues and locations including community halls, pubs, galleries, cafes, hotels, Churches, castles, parks and public spaces.

An estimated 16,927 attended the festival, across free events and ticketed shows, with over 40% visiting from outwith Moray.

2,426 young people engaged with the festival - as performers, attendees, volunteer stewards, and work experience staff.

All this was made possible by the participation of 868 local people, 335 volunteers, 34 community and business partners and 57 Cultural Day participating artists, businesses and groups.

In 2018, the festival contributed an estimated £869,120 to the local economy through visitor spend, accommodation and production spend.

Moray Great Places Heritage and Culture Symposium (2019)

We curated and produced this one day event exploring connections between culture, heritage and tourism. The event included presentations from 5 creative practitioners and saw 92 attendees from the arts, culture and heritage sector gather in Forres.

“ EventScotland has supported Findhorn Bay Festival since its inception in 2014, and during that time it has grown to make a significant impact on Forres, Findhorn and the Moray region, drawing many visitors from across Scotland and beyond. The success of the festival, including the premier production of *The Buke of the Howlat* as part of the Year of Young People 2018, shows why Scotland is the perfect stage for cultural events.”

Paul Bush OBE, Director of Events, VisitScotland

Delivery During COVID-19 Pandemic

Findhorn Bay Arts had to adapt to ensure that creativity still happened during Lockdown for its local community, especially as the region has seen a cut in its entire cultural budget. We felt it was so important to give local communities access to a wide range of cultural activities to make people breathe, smile, and laugh in equal measures.

We took the time to have conversations with artists, community and business partners – listening to their concerns and the impact of COVID to each of them. We worked in collaboration with the third sector, businesses, community partners, artists, cultural organisations and local people to deliver the following programme of activities over the year.

We were able to redesign many of our activities as well as identify opportunities for new collaborations. This was recognised by our partner organisations and we won two awards for our work during this time; Social Enterprise Scotland award highlighting our

impact in addressing the challenges brought about by the COVID-19 pandemic (2020) and Scotland's Small Towns Partnership High Street Hero Award.

High Street Shop, Forres

A new development for was the creation of our Pop-up shop in partnership with The Bakehouse in Findhorn. Food and culture have always been an integral element of FBA's work so the shop was selling local organic produce and freshly baked bread, supporting 8 local growers and face masks made by 2 local makers from our shop on the High Street. The demand was so great that the partnership extended until September, and then we launched our Festive Market Shop supporting 17 makers, designers and artists and 20 food producers. FBA complemented it by showcasing the work of its artists-in-residence and brought in other artists, and musicians through street art, installations, and music. This partnership received great feedback from other shop owners with many seeing an increase in their sales.

Creative Work Shop

We developed and ran a new artist in residency programme which ran from February to September 2020 - focused around how our High Street shop in Forres could be envisaged as a studio for 'conversation' - exploring themes of community and regeneration.

The project took place in a challenging and constantly evolving period of restrictions, requiring the participating artists to continually change and adapt their approaches to safely maintain creative activity and appropriate methods of community engagement.

Despite these challenges, 5 artists in residence were supported and over 300 people were engaged with through conversation, workshops and participation.

The artists also shared their experience in online Culture Café professional networking events: 'What is Public?' exploring How can artists with a public /social practice work when the 'public' are subjected to a lockdown? Where is 'public space'? Where are the public and how can artists engage?

Creative Learning

Our Youth Arts programme was also redesigned and taken online. Through this transition we were able support 13 young people through REMIX, our online digital music-making project and 10 emerging musicians to form a 'production-safe bubble' to produce a new album.

We also secured a new project of devolved delivery of Youth Arts Small Grants to local creative practitioners on behalf of Creative Scotland - which will run throughout 2021.

Community Arts Events

2020 would have seen the fourth edition of the Findhorn Bay Arts Festival, again we worked with our funding partners and redesigned our plans to fit in with the restrictions. As a result we have been able to deliver a revised programme of community events in a safe environment, which included:

- A three-day street theatre workshop with Surge, Scotland's leading physical theatre and circus company which supported 14 participants of all ages.
- The production of 15 street art/outdoor live music sessions on the High Street in Forres
- The sculptural sound installation Sound Horn at Brodie Castle, in partnership with Cryptic. This was the first and only live/ public art event in the North East during this period and was visited by 787 visitors.

Window Wanderland

A lockdown-safe community art project that lit up streets in communities around Findhorn Bay with window-based artworks on the theme of 'love is' on display over Valentines weekend, February 2021.

Over 100 windows were created by an estimated 300+ people of all ages from local households, families, businesses, and schools. The project included participation from over 80 primary school pupils, 14 local business, 7 community organisations and 47 supported participants.

Through this period of revised activity, we have been able to support 5 volunteers (2 of them young people) and engage 23 local freelance artists. This activity has also ensured that our core team and some of our regular contractors have continued to be supported and paid by the work of the organisation.

Awards & Recognition

Findhorn Bay Arts has a strong track in delivering successful projects and our work has been consistently recognised and endorsed through many regional and national awards since our inception.

In particular, our work has been celebrated for impacts of community regeneration, highlighted by the tsiMORAY 2015 'Collaboration Award', given in recognition of delivering our intended outcomes and impacts locally, regionally and nationally through effective and meaningful collaborative working. 'Collaboration brings about Innovation' and this element sits at the heart of our way of working.

We are delighted that this recognition has continued, most notably with the prestigious 20th Anniversary SURF AWARD for Best Practice in Community Regeneration, awarded in 2018.

Delivered in partnership with the Scottish Government, the award highlights, celebrates and shares our achievements: delivering high quality regional arts activities that showcase local artists; improving pride of place; supporting the local economy; providing opportunities for young people; and attracting visitors to Forres and the surrounding areas.

“ Findhorn Bay Arts provides an outstanding example of an artist-led approach which involved, supported and excited communities across the region.

Gary Cameron, Head of Place, Partnerships and Communities at Creative Scotland

Recent Awards

2020

Winner: Social Enterprise Scotland award highlighting our impact in addressing the challenges brought about by the COVID-19 pandemic.

Winner: Scotland's Small Towns Partnership High Street Hero Award

2018/19

Finalist Highlands and Islands Tourism Award

Finalist 2019 Sunday Herald Award (outcome to be confirmed)

2016/17

Finalist Culture Event of the Year, 2017 Sunday Herald Culture Awards

Winner: Moray Speyside Tourism Award 2016

STRATEGY

Vision

Moray is a place of creative opportunity for artists, audiences and participants.

Mission

To produce creative events and experiences across different art forms that engage with Moray audiences and attract visitors to the region.

Objectives

To produce high quality cultural events that attract local and visiting audiences resulting in cultural, social and economic benefit for the Moray and the surrounding area.

To grow audiences of all ages through long-term engagement with creative experiences.

To encourage participation in cultural activities, removing barriers to awareness and access.

To support artists in developing, interpreting and presenting artworks that engage with and respond to a wide variety of themes and the area.

To develop a sustainable company with appropriate ongoing resources to deliver our activities.

Values

We recognise the following cross cutting themes to be important in everything we do:

Creative Excellence and Experimentation

We seek to empower and nurture creative ideas and creative people - and are committed to providing opportunities and support for artists of all ages and levels of experience, from the emerging practitioner to the seasoned professional.

Equalities, Diversity and Inclusion

Findhorn Bay Arts is committed to a policy of equal opportunities for all. All those involved in Findhorn Bay Arts activities will be engaged with on the basis of their ability and merits and accordingly to their suitability to the activity and subsequent requirements of any assignment. No one will be disadvantaged by a condition or requirement, which is not justified by the genuine needs of the activity or task.

Culture & Language

We strive to embrace, celebrate and reflect the intrinsic diversity of the people and communities that we work with. In particular, we recognise the importance that language plays in having equal relevance in the make-up of Scotland's communities. In our work, we seek to identify ways to strengthen the awareness of, engagement with, and connection to the place of languages as appropriate to each project and context. As well as our indigenous languages of English, Gaelic, Scots and British Sign Language, we welcome and embrace the languages of New Scots living in our communities.

Sustainability

We are mindful of and will continually work towards improving the environmental footprint and impact of our events and activities - striving to operate ultimately with a 'leave no trace' ethic. We will actively participate in monitoring our impacts and learning how to make practical improvements in these areas.

Partnerships

We are deeply committed to partnership working in everything we do. We strive to build and sustain meaningful connections with individuals and organisations - as project partners and as co-creators. We embrace our responsibility to nurture and support the wider development of the cultural sector within Moray and more widely across Scotland.

ACTIVITIES 2021-2024

Events & Festivals

In developing a backdrop of cultural richness we will make a creative programme happen that sparks the imagination and enrich lives of all ages and backgrounds. Through the cultural events and opportunities we produce, we will open the door to art and creativity for local and visiting audiences. In responding to the culture, heritage and natural landscape of the area, we will bring together artists from Moray and beyond to firmly position the area as a creative place and go to cultural hub.

Ambitions

- To deliver a high-quality programme of events and activities throughout the region.
- To programme events that capture the imagination and develop long-term arts participation.
- To place a spotlight on local and visiting creative activity happening all year round.
- To develop cultural experiences that enrich lives of all ages and backgrounds.
- To engage audiences on a continuous basis with year-round events and activities.

Delivery

Findhorn Bay Festival (2022 & 2024)

We will curate the biennial Findhorn Bay Festival in 2022 and 2024. This unique event brings together artists from across Moray and beyond to entertain audiences with performances staged in unexpected spaces and scenic locations. The Festival boasts a vibrant mix of theatre and performance, exhibitions and live music, fine-art and photography, talks, tours, an education programme and lots of free activities for people of all ages to enjoy. Moving forward we will explore how we can deepen relationships with / increase opportunities for local business /hospitality sector through events / activities.

Community Arts Events

We will produce a year round programme of creative events that are embedded in and co-created with our communities. Continuing to build on our acclaimed format of Culture Day, we will explore new ways to shine a light on the creative talent and expression that exists in so many different aspects of our communities; whilst also producing creative experiences that bring inspiring and unexpected creative encounters into unusual locations. We aim to identify gaps in creative provision and

develop a programme that responds to the area and helps to build and sustain long term arts engagement in the region.

Residencies & Commissions

We are committed to increasing our support for artists to develop new work with and for our communities. Building on the success of our commissioned stage productions - *Macbeth the Remix* (2014) and *The Buke of the Howlat* (2018) and our High Street artists in residence programme Creative Work Shop (2020), we will continue to identify opportunities for artists and communities to come together in meaningful ways. As our work in this area develops, we will ensure that communities are increasingly active in the co-design of future projects - ensuring that their active participation is established right from the outset. We understand this activity to be of significant benefit to our communities - as creative projects can contribute to the strengthening and regenerating of communities and be a source of pride that connects creativity, people and place.

Ambitions

- To provide meaningful opportunities for creative professionals to work in our region through original productions, creative commissioning or artist in residency programmes
- To embed creative people and practice within our communities, encouraging collaboration and sharing of ideas and experiences
- To provide opportunities for local residents to gain new skills, experiences or other learning outcomes through participation in or interaction with creative professionals
- To develop creative projects using models of engaged practice which can actively contribute to community regeneration and sustainability
- To increase the visibility of commissions and residencies within our communities through audience facing outcomes and events - specifically through our increased presence in the Forres High Street Shop.

Delivery

Combine to Create (2021 & 2022)

A multi-arts place-making project which will be developed in partnership with Moray communities and artists, supported by key community and cultural anchor organisations. It will test new ways of working, bringing together artists and communities to develop their own programmes of creative activity through real collaboration.

The project will see a total of seven artists each working with seven local community hubs (community hall, venue). Each artist will have a brief to work with the community 'to make people's lives better through the arts.' Taking an asset-based approach, the key objective is to work with communities to draw out themes and stories of what is

important to them and develop a picture of how the arts can improve their lives. Each residency will work on a 'no targets, no pre-defined outcome and no pressure' structure.

High Street Market Shop and Artist Residencies (2021 - ongoing)

Since 2018, Findhorn Bay Arts has managed an empty retail unit on Forres High Street. This space has hosted an increasingly diverse range of audience-facing activities and events - and was particularly enhanced during 2020 as a pop up shop partnership with The Bakehouse, Findhorn Village - supporting local good producers and artists and makers.

We will continue to diversify and integrate the programming of this space with both our creative programme and supporting the offer of local retail and hospitality partners - including street art, installations, music, craft, food and drink.

This High Street presence will continue to widen access to our creative programme, support artists and producers from our local area and contribute to an active and vibrant town centre.

Festival Original Productions and Commissions (2022 & 2024)

Building on the legacy of original programming developed during the first three editions of the Findhorn Bay Festival, including the large scale stage productions Macbeth the Remix (2014) and The Buke of the Howlat (2018), we will identify further opportunities to develop ambitious new audience-facing work in future editions. Our commissioning and producing will continue to be informed by the focus of Scotlands' biennial Themed Years, which align with our festival calendar.

Creative Learning

Across all of our work we will encourage participation and offer creative learning opportunities. We will engage with, grow and develop participants and audiences of all ages and walks of life by supporting and programming creative learning experiences that educate, celebrate and inspire creativity.

Ambitions

- To provide ongoing opportunities for creative learning opportunities for anyone who wishes to take part in our region
- To undertake specific participatory projects with groups that may experience barriers to participation
- To embed participatory and outreach activities in all our key programme areas - such as Festival.
- To create meaningful volunteer and work experience placements across our programmes of work
- To ensure that we continue to sufficiently resource and prioritise creative learning provision across the organisation - in budgets and staffing.

Delivery

YMI Digital Youth Music Initiative - Remix (2020-21) and AMP (2021-22)

Funding from the Youth Music Initiative is enabling Findhorn Bay Arts to deliver this programme - aimed at supporting aspiring young musicians to develop their creative ideas and skills. Working with key referral partners and youth work agencies including Aberlour Youth Point, Moray Council, Quarriers, Keith Loft Youth Project and Elgin Youth Cafe, Findhorn Bay Arts will engage with Moray based young people aged 13 - 21 years who are interested in digital music making and sound production. Working in either small groups or on a one-to-one basis, either digitally or face-to-face, the aim of the project is to empower young people to have the self-belief and confidence to take risks and experiment with their music making.

Festival Education & Outreach Programme (2022 & 2024)

Embedded into the Findhorn Bay Festival is an education and outreach programme. Delivered by programmed Festival artists, unique workshops and experiences will be held that align with key Festival performances and themes to enhance the experience for audiences and participants. We will engage with community groups, early years learning groups, schools, colleges and the third sector to promote opportunities and encourage involvement.

Ignite Moray Youth Arts Hub (ongoing)

In 2014 we established Ignite Moray Youth Arts Hub, one of nine regional youth arts hub funded through Creative Scotland as part of Time to Shine, the national Youth Arts Strategy. In 2016, at the conclusion of the funded hub. project, we commissioned an online resource to signpost creative opportunities and organisations specifically available to young people - as well as documenting and celebrating activities supported through the hub. We remain committed to supporting this online resource in future, seeking further funds to provide additional capacity to our team to raise awareness and coverage of its contents. The resource will continue to help young people to have a 'go to' location to find out and connect with creative opportunities across Moray.

Youth Arts Small Grants (2021)

Findhorn Bay Arts is administering a devolved Scottish Government Grant to support creative practitioners working in our region to work with children and young people. The fund is specifically designed to support people and places most negatively impacted by COVID-19. We are distributing a total of £40,000 to projects across the region that help to support artistic practice and creative learning. Projects will run until March 2022. Both the opportunities and the outcomes will be documented and shared via the Ignite youth arts platform.

For a full outlined of our delivery plan against key objectives, see [Appendix 1](#).

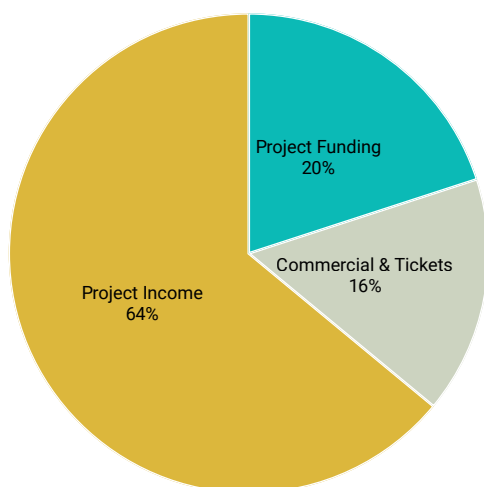
OPERATIONS

Finance

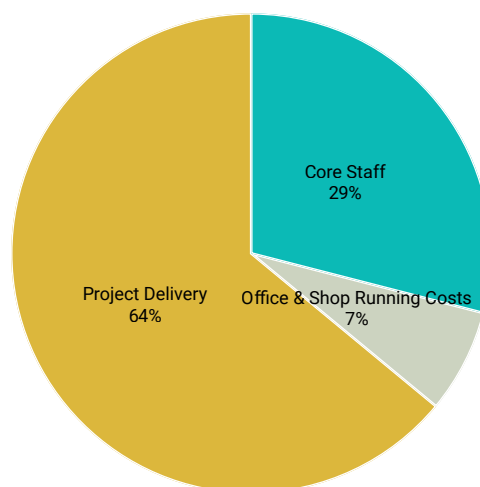
Findhorn Bay Arts was established in 2012 as a Company Limited by Guarantee (SC413997). Having traded as a social enterprise since inception, in 2020 we became a charity registered with the Office of the Scottish Charity Regulator (SC049867).

We operate as a producing organisation - by making creative projects happen in communities across Moray and securing and directing the necessary resources to make these possible. This means that the majority of our expenditure - around 65% - is programme focussed and that that we maintain the operational resources and overheads required to deliver our objectives.

Income Breakdown 2021 - 2024



Expenditure Breakdown 2021 - 2024



This work is made possible by income generation from a range of sources, including:

Funding & Donations

- Public Funding
- Sponsorship
- Other private giving

Sales / Earned Income

- Event Ticket sales
- Retail / other sales
- Service Delivery Contracts
- Consultancy

We identify the following opportunities for income generation and growth through this

plan period:

Funding & Donations

Since forming in 2012 FBA has a strong track record of bringing significant funding to creative projects across the Moray area. Our funding and associated awards have increasingly recognised that our work provides meaningful impact to individuals and communities in health and wellbeing, education and skills, quality of life as well as bringing economic impact to our area.

Some of our key funders have included: Creative Scotland, Highlands & Islands Enterprise and Event Scotland. Relationships with these funders remains of key importance to our programme delivery. In particular, we will be exploring options to provide more consistent levels of support to our core ongoing operations through this plan period.

In addition to the support that we receive from public funders, we will be seeking to broaden our funding portfolio - in particular to other trusts and foundations. Our charitable status, which we acquired in 2020, opens up eligibility to many new funding opportunities to gain support and investment from new funding partners. This is an exciting opportunity to build on the strength of our achievements to date and underpin a more ambitious role for the organisation going forward.

Sales and Earned Income

We recognise the continued importance of developing unrestricted income streams and over the next three years we will work to develop revenue from the following areas:

- Generating sales or commission from retail or commercial activities using our High Street shop premises.
- Maximising income potential from our office space for meetings / hot-desking / community hires etc.
- Setting up a festival friends or patrons scheme.
- Increasing ticket sales or other audience income against targets for festival and other ticketed events.
- Providing consultancy or third-party delivery of services to other organisations.

Whilst the operating context post COVID-19 may present challenges in some of these areas, the success of the shop activities in 2020 highlights that our audiences are keen to participate in and support trading activities. We will maintain our commitment to this area of work as not just an income generator, but a key part of our service delivery.

We also recognise the opportunity to clearly communicate that all our earned income supports our charitable activities.

Governance

The organisation is governed by a volunteer Board of Directors who are responsible for:

- The overall strategic direction of the company
- Supporting staff
- Setting and monitoring progress and achievement against our objectives
- Overall financial responsibility for the company

The Board meets every six weeks to support, advise and develop the work of the organisation. The Board also take part in a yearly development day with the staff team and external facilitators if appropriate.

The skills balance and diverse representation of the board is monitored on an ongoing basis, with skills audits or board recruitment undertaken as and when required. In line with our governing document, we will keep the number of Board Members to between five and seven.

Current Board Members and biographies for each can be found in [Appendix 4](#).

Staffing

We have maintained a flexible approach to staffing based throughout our history, allowing us to grow and contract as the scale of our programme delivery requires. We supplement a small core team with additional team members as well as freelance contractors. This has been particularly important for festival years and major productions that require considerable resourcing to happen.

Current Staffing

FBA is led by our Creative Director, and founder of the company, Kresanna Aigner. This role is supported by two freelance part-time positions - Marketing & Events Assistant and Finance Administrator. These three roles provide a small core of strategic and creative leadership as well as day-to-day responsibilities for admin, finance and communications.

Any substantial programme delivery relies on a larger team of project recruited roles: including project coordinators, production specialists, freelance artists or events staff.

The current staffing structure can be found in [Appendix 5](#).

Future Staffing

As the organisation prepares for increased ongoing programme delivery across our activity strands beyond festival, we plan to restructure and grow our core team - to include the creation of new roles that can better support the delivery of our programme

and help us to achieve our objectives. This growth is particularly determined by the delivery ambitions of our Combine to Create programme as well as increasing our visibility and role within the local area through community events and our Forres High Street shop.

This plan will bring new opportunities for employed and freelance positions for a range of roles into the area, and will provide a strong operational base from which to deliver our activities over the next three years.

In planning for this growth, we recognise our increased responsibility as an employer to value and support everyone in our team and to ensure that we have strong policies, procedures and management structures in place to do so.

This proposed future staffing structure can be found in [Appendix 5](#).

Volunteer Development

Across much of our work, we have been supported by a strong network of volunteers, who play a vital role in many aspects of our project delivery and without whom we could not deliver our activities.

We want to do more to celebrate and acknowledge the support that volunteers provide and more formally value their contribution to making our activities possible. We will create an FBA 'Arts Ambassadors' role which aims to more deeply embed and empower their involvement across a range of activities.

Policies

Findhorn Bay Arts operates in line with the following organisational policies:

Child Protection	Purchasing & Finance	Volunteer Training &
Health & Safety	Sustainability	Development
Equal Opportunities	Volunteer	Online Safety
Confidentiality	Data Protection	

Existing policies are reviewed every three years by the board and core team. This review ensures that each policy is up to date with current legislation, suitable to our operating requirements and able to be implemented accordingly.

Additional policies are developed if and when required. In this plan period, entering an anticipated phase of recruitment, we will ensure that all appropriate employment related policies are in place for the hiring and managing of staff, meeting our legal obligations as an employer and in line with industry good practice.

Premises

Findhorn Bay Arts is currently based in Forres, operating from a small office base just off the High Street since 2014. Whilst the original base had served us well, we identified in our last business plan that there were some notable restrictions of this premises that would limit our scale of working, ability to achieve other income streams and to enable more audience facing activities.

In 2018, having recently initiated a new premises search, an opportunity very quickly arose to rent a new space also in Forres town centre. This new space provided a slightly increased office accommodation, comprising a single open plan office space and two small separate meeting rooms, but importantly also included a separate small shop unit in the centre of Forres High street.

Whilst there remain some limitations to this configuration - the office space and shop unit are not physically linked and the shop space has no catering or toilet facilities, the opportunity to acquire this configuration of spaces in the centre of Forres at an affordable rate was too good not to miss.

The impact of these new premises on our work has been transformative. The shop space operated firstly for Festival 2018 as an in person festival box office and festival hub. It was then used for a themed winter season of festive events. It has since hosted events, talks, workshops, pop-up food and drink sales and artists and makers events.

Our office space provides increased room for a larger staff team as well as options to use the meeting rooms in some aspects of programme delivery - as well as making them available for use by community groups, or occasional hire.

Whilst the impact of COVID-19 has temporarily reduced the usage of our office space, the shop area has gone from strength to strength, and has been an important physical presence, creative hub and income generator on Forres High Street. We remain confident that these premises remain right for our needs of the organisation at this time - and will continue to monitor their performance in both programme delivery, income generation and value for money going forward.

COMMUNICATIONS & DIGITAL

Overview

To effectively reach audiences, participants, artists and supporters - Findhorn Bay Arts delivers a year-round communication strategy. The success of all our activities is underpinned by effective delivery of this strategy.

There are two key strands to our communications:

- **Programme specific communications** - including the publicising of our events and festivals; programme related press, PR and advertising and signposting of opportunities for participants and creative partners. Each area of our programme includes a project specific communications strategy and appropriate resources for implementation as and when required.
- **Organisational profile and visibility** - which aims to communicate our mission, activities and achievements in a local and national context. This activity seeks to strengthen and grow the support base for the organisation and its activities from existing and potential partners, supporters, funders and the wider creative sector in which we operate.

Responsibility for marketing and publicity is part of the core staffing of the organisation, and this is supplemented by additional specialisms in graphic design, web design, copywriting, content creation, video production, press and media management, advertising and social media as and when required. We work with a number of regular suppliers to support the work of the organisation effectively in these areas.

Our communication channels encompass a variety of routes aimed at regional, national and international levels and are used in combination to ensure inclusive reach. Whilst FBA retains a belief in and commitment to the importance of print publicity - particularly for our biennial festival, we recognise that effective communications are increasingly determined by the strategic management and usage of digital tools and platforms.

Key Assets

The core of our external communications is delivered by our online presence and associated external and internal digital communications - as outlined here:

Websites

Findhorn Bay Arts currently own and manage three websites -

findhornbayarts.com

Our organisational online home. The current site was developed in 2016 as a simple collation of news and updates, documentation of all our projects and summary details about who we are and what we do. A redevelopment of the site to reflect the increase of ongoing audience facing activity (outwith festival) is planned for 2021.

findhornbayfestival.com

A programme specific site that provides detailed event and venue information for our biennial festival. The current site and festival visual identity was refreshed in 2016. In 2018 we integrated ticketing provided by the TicketSource service to the site - enabling us to have significantly more control of and access to our ticketing and associated audience data.

ignitemoray.com

This site was initially developed for the project specific Moray Youth Arts Hub. At the conclusion of the funded project in 2018 we refactored the site to be a youth arts portal for Moray - enabling providers of creative opportunities and events for young people to directly promote these to potential participants and audiences. The site also hosts a project archive of activities supported through the hub. We remain committed to supporting this site further in future as our staffing resources and project plans allow.

Digital Marketing and Social Channels

The websites are supplemented by a presence across the most prominent social networks - Facebook, Twitter and Instagram as well as a presence on social media channels YouTube and Vimeo.

We recognise that our social channels can be an effective route to connecting with many sections of our audience - particularly around local events and activities as well as sharing updates and documentation of what has been happening in an immediate and informal way.

These channels also help us to more widely connect with creative people and organisations across Scotland and beyond - and have significantly assisted raising the profile of the organisation within our peers.

We also connect with our audiences via regular email newsletters, with mailing lists grown from our audiences, participants and supporters.

In 2021 we are undertaking a review of our digital marketing strategy to ensure that we continue to work with these tools in an effective and efficient manner - set against key organisational objectives for reaching audiences and participants and raising our organisational profile.

Digital Systems

As the distributed working requirements of 2020-21 have highlighted, a robust digital office infrastructure of hardware and software is essential for our organisation to function.

An increasingly important role in this infrastructure is that of cloud software, which, being based on annual license subscriptions, also requires a more prominent ongoing budget line for associated IT spend. We will work to ensure that our funding adequately covers our administration costs for online software subscriptions whilst also allowing for us to upgrade and expand these packages when required. We also recognise that in some instances, our charitable status will lower subscription costs through non-profit sponsorship discounts and will undertake to make full advantage of these discounts.

The current IT hardware of the organisation is now nearly 8 years old. It is likely that all workstations will require upgrading or replacement within the life of this plan. We will commit to allocating sufficient budgets to upgrade or replace hardware on a rolling 5 year lifecycle.

Future Considerations

In 2021, in anticipation of being well placed to deliver a wider ongoing creative programme, we are undertaking to review and improve our communications and digital tools.

This work, which is already underway at the time of plan preparation, is concerned with the following areas:

FBA Brand Evolution

As the organisation moves to a more prominent audience facing role outwith festival, the usage of the FBA brand will increase in visibility. In order for the current brand assets to support this change, we will carry out a short review of existing assets, evolving or supplementing these as required to work better in our new programme areas. As a charity, we will also consider how best to present and share our work through enhanced annual reporting on our activities to our audiences, supporters and stakeholders.

FBA Website Upgrade

To better support a wider range of activities we now deliver, the existing WordPress website will also be upgraded to accommodate new pages and content with clearer calls to action for audiences and participants throughout.

The existing email newsletter, powered by MailChimp will also be upgraded with new templates and integrations with website content to provide a greater flexibility of newsletter content and increased efficiency in preparation.

Finally, the use of eCommerce and donations management will be explored and integrated to the site as and where this functionality is deemed necessary to support the work of the organisation.

Ticketing Service Review

In advance of the next Findhorn Bay Festival, we will review our implementation and usage of the TicketSource platform - ensuring that this service is still best suited for our needs going forward and that we are maximising the potential usage of the service.

Digital Marketing Strategy

We will work with digital marketing specialists to review our existing use of social networks and media channels. This work will establish clear benchmarking and reporting metrics to underpin our future usage of any online promotional channels. It will outline objectives and approaches for future delivery using these tools and identify any skills or training gaps within our team that require further support.

Internal Software Systems

We will continue to progress work with strengthening our internal digital systems with the support of external technical consultants. This work to date has: consolidated domain ownership and management and web hosting, migrated all company email to a dedicated enterprise environment (powered by Google Workspace) and laid foundations for a database driven CRM and project/festival management.

The next phase of this work will consolidate a range of our other digital services into the Google Workspace environment and build out the database content of the CRM and project management tool. It will also provide training and support to the team to manage these services on an ongoing basis.

Anniversary Year

2022 also marks the tenth anniversary year of Findhorn Bay Arts - and provides an opportunity to document and celebrate all that we've achieved in our first decade and look ahead to future ambitions. We will explore how best to communicate and share this story with our audiences, partners, stakeholders and friends.

APPENDICES

Appendix 1: Delivery Plan Alignment

Company Objectives

1. To produce high quality cultural events that attract local and visiting audiences resulting in cultural, social and economic benefit for the Moray area
2. To grow audiences of all ages through long-term engagement with creative experiences
3. To encourage participation in cultural activities, removing barriers to awareness and access
4. To support artists in developing and presenting artworks that engage with and respond to the area
5. To develop a sustainable company with appropriate ongoing resources to deliver our activities.

Activity	FBA Objectives					Key Performance Indicators
	1	2	3	4	5	
Events & Festivals						
Findhorn Bay Festival	•	•	•	•		Present an exceptional programme that showcases the talents of visiting and local artists Attract attendances of 16k + across ticketed and free events Recruit and support 100+ volunteers Generate economic impact to the region of 860K+
Community Arts Events	•	•	•	•		Present an exceptional programme that showcases the talents of visiting and local artists Participation of local people Recruit and support volunteers

Activity	FBA Objectives					Key Performance Indicators
	1	2	3	4	5	
Residencies & Commissions						
Combine to Create	•	•	•	•		<p>Support 7 artists residencies over the course of 1-year (paid full time equivalent of 6 months)</p> <p>Participation of 7 community hubs (halls / venues)</p> <p>Participation of local people of 3000+</p> <p>Recruit 1 Project Coordinator</p> <p>Inspire and support 7 Community Hubs to integrate arts and cultural activities into longer term programmes within their communities</p>
High Street Market Shop and Artist Residencies	•		•	•	•	<p>Support artists residencies connected to shop and town centre</p> <p>Identify new unrestricted income streams for FBA and generate in region of 18k in year 1</p> <p>Engage with and support 10+ local produce suppliers</p> <p>Engage with and support 10 + local artists, designers and makers</p> <p>Support local events through sale of tickets</p>
Festival Original Productions and Commissions	•	•	•	•		<p>1 signature commission / original production to align with Scotland's themed years</p>
Creative Learning						
YMI Digital Youth Music Initiative		•	•			<p>Recruit 1 project coordinator</p> <p>Engage with and support 30+ young people, 13-17 years old to learn new skills / develop work</p>
Festival Education and Outreach Programme		•	•	•		<p>Engage with 600+ community participants through creative learning / education programmes</p>
Ignite Moray Youth Arts Hub		•	•			<p>Promote 15+ Moray artists with experience in working with yp</p> <p>Sign post opportunities for yp</p>
Youth Arts Small Grants	•	•	•	•		<p>Support and provide grants up to 5k for in region of 10 experienced artists to deliver activities for yp across Moray</p>

Appendix 3: Risk Analysis

This Risk Analysis identifies the factors that may affect the progress of the organisation towards achieving the ambitions of this Business Plan and details measures that seek to mitigate any possible detrimental impacts.

Programme

Projects or programmes do not deliver intended or stated outcomes

We will ensure that all programmes and projects have specific risk management in place - to allow for modification or variance if and when this is unavoidable. We will work with project partners and funders to ensure that public value is maintained and outcomes are achieved.

Increasing competition for audiences and funding from other events and cultural providers in the region

We will ensure the organisation continues to programme high quality events and activities and is known as a cultural leader which feeds into the development of other events, festivals and activities. Working in partnership with a range of creative and cultural organisations and being part of local networks enables us to work together strategically, and avoids any unnecessary competition within this space.

Audiences & Participants

Failure to maintain or grow audiences or participants

We will continue to develop a high quality year-round events and activities programme - building on and complimenting the high profile biennial Findhorn Bay Festival. The programmes will continue to foster participation, inclusion of young people, and programme artists that attract local and visiting audiences.

Failure to effectively communicate our programme of events and activities

We will ensure that the resourcing of communications remains part of our core staffing and budgets, and is given sufficient allocation of project budgets to deliver an effective communication strategy. We will develop specific publicity strategies and approaches for each project and monitor their effectiveness on outcomes against channel and spend.

Finance

Failure to secure projected level of public funding

We will demonstrate a strong track record of delivery against outcomes to our potential funders and implement a funding strategy that includes a variety of funding sources.

Overall reduction in income against budgets

We will implement a financial strategy that increases unrestricted income potential to enhance the organisations reserves, while ensuring our operations are scalable.

Staffing

Failure to attract and retain skilled and experienced team members

We will aim to develop longer contracts and more secure positions to make working for the organisation more viable and attractive to qualified and experienced people.

Unprofessional conduct by board, staff, volunteer or project partner

All FBA employees and contractors must be familiar with all policies and procedures relevant to their work and adhere to these at all times. We will maintain and abide by a formal process for the reporting and handling of complaints or breaches of terms within our team.

Safety & Security

Accident or incident involving audience member, participant, artist, staff, volunteer or partner

We will ensure the organisations policies, procedures and risk assessments are kept up-to-date. We will ensure that all staff, volunteers or third party contractors are appropriately briefed or trained to ensure all relevant parties are aware of and adhere to safety standards and procedures.

Data breach or failure to our IT systems - website, ticketing, CRM or office systems

We will maintain up to date and well managed digital systems in our office and web environments. We will ensure that any personal data is handled in line with our GDPR policy and will report any breaches of data security and take appropriate action with our partners and providers.

Appendix 4: Board & Key Team

Wendy Niblock, Director

Wendy Niblock is a freelance Arts Publicist/Marketer with over 25 years experience. This has involved developing and utilising a wide range of skills including fundraising, event management, general administration, implementing and managing high profile press and marketing strategies and campaigns as well as evaluating and monitoring projects and operating a sound financial control of budgets. She has also been an assessor with BBC Children in Need and Creative Scotland. Previously she held full time positions as Director of Marketing and Communications at Horsecross Arts Ltd and the Beacon Arts Centre and returned to freelancing in March 2018.

Brian Ó hEadhra, Director

Brian Ó hEadhra is Partnerships Manager at Bòrd na Gàidhlig and an acclaimed singer-songwriter. Brian's work at Bòrd na Gàidhlig sees him advising and championing Gaelic speakers, artists and organisations at local, national and international levels. This work also involves strategic collaborations and partnership working with bodies including BBC ALBA, Highlands & Islands Enterprise and Creative Scotland. Past work includes Creative Director of the Blas Festival (Highlands); Manager of Taigh Dhonnchaidh Arts Centre (Isle of Lewis); Co-director of the Geiteberg Folk Festival (Østfold, Norway) and Director of Fèis nan Òran. His performing work in traditional and contemporary music and song has seen him touring the globe as a professional musician. Brian has recorded over twenty albums over a thirty year career, with fRoots magazine describing him as "...the most vocally talented, versatile and engaging male vocalist in Gaeldom."

Charles McKerron, Director

Charles McKerron, has a Masters in Science and a Post Grad Practice in Social Work and Social Work Leadership. Formerly a social work manager, Charles managed; over 700 staff, department budgets, strategic development, planning and reporting, HR and managed a team of Managers. Charles is currently employed as a Consultant Practitioner in adult social work and is a business consultant and management coach with a special interest in strategy development.

Elizabeth Brooks, Director

Elizabeth is the Design Director for Digital Health and Care Institute at the Glasgow School of Art. She has led a multi-disciplinary team based in the Highlands and Glasgow and is responsible for the planning and execution of the first Experience Labs which used design practice to create a safe environment to carry out rapid cycles of trialling of new ideas including new technology, new services and roles and behaviours. She had 15 years in the Netherlands working in commercial software development before returning to the UK and academia with the University of the Highlands and Islands in 2007. She has a particular interest in web science, team working dynamics and visualisation of data.

Kresanna Aigner, CEO / Creative Director of Findhorn Bay Arts

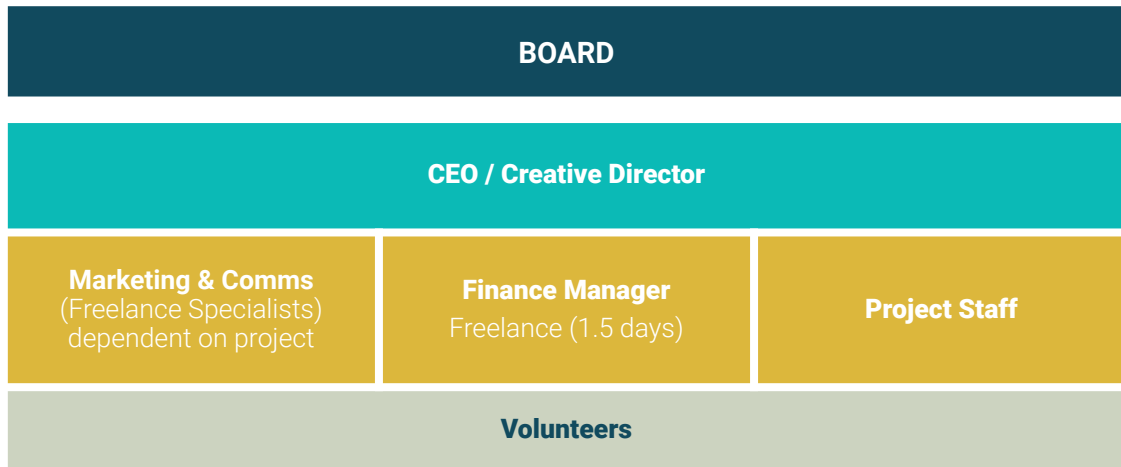
Kresanna is the founding director of Findhorn Bay Arts and provides creative and operational leadership across all areas of the organisation. She is the Artistic Director of the biennial Findhorn Bay Festival and Creative Producer of our original stage productions Macbeth the Remix and The Buke of the Howlat.

She has over 25 years professional experience in Scotland and Northern Ireland as a creative practitioner and producer. This has encompassed a wide variety of roles across programming, artist liaison, media, music touring, community arts facilitation and festival and event management. Previous organisational roles include: Artlink, Arts Outreach, Edinburgh Touring Circuit, Celtic Connections, Belfast Festival at Queens, Cathedral Quarter Arts Festival (Belfast) and programmer/producer of the inaugural Culture Night Belfast.

As a cultural leader in Moray, she co-founded Moray Culture Cafe and has played an active role in the steering groups for Moray Cultural Strategy (We Make Moray) and the Moray Place Partnership.

Appendix 5: Staff Structures

Current (- 2021)



Future (2021 - 2024)



Appendix 6: Strategic Alignment

Our ideas and aspirations for our plan take inspiration from local, regional and national strategies and in particular we draw inspiration from the following strategies:

Moray Cultural Strategy

The Moray Cultural Strategy – We Make Moray, which sets out the vision and values for culture in Moray and presents opportunities for development. The four themes underlining the strategy are:

- Creative activities benefit health and wellbeing;
- Cultural experiences are accessible in every community;
- Visitors encounter a dynamic and authentic cultural offer;
- Creative people and creative businesses thrive

Community Planning Partnership, Moray 2026 – A Plan for the Future and the Moray Economic Partnership, Economic Development Strategy

Key priorities we are focused on:

- Grow a Diverse and Sustainable Economy;
- Address the Low Skills Base in Moray;
- Empower Communities to Establish Sustainable Cultural Activities;
- Grow Quality Cultural Activities, Festivals and Events.

Scotland the Perfect Stage

‘Scotland’s reputation as The Perfect Stage for events is recognised nationally and internationally.’

The Findhorn Bay Festival aligns with Scotland's events strategy and delivers many tangible and beneficial outcomes:

- Engages with local people and inspires proactive involvement;
- Drives additional domestic tourism and is growing an international tourism offering;
- Draws in Scottish diaspora and Scots around the world with family links;
- Develops the volunteer workforce;
- Produces new and meaningful experiences for locals and visitors;
- Engages suppliers, businesses, accommodation providers and public sector.

Time to Shine - Scotland's Youth Cultural Strategy

The vision of the TTS Youth Arts Strategy is to support all Scotland's children and young people to flourish and achieve in and through the arts and creativity. As demonstrated throughout this plan our programme supports and delivers against the core themes of TTS.

- **Participation** – creating and sustaining engagement
- **Progression** – nurturing creativity and talent
- **Provision** – developing infrastructure and quality

Creative Scotland's Scots Language Policy

The Scots Language Policy values the 'important role that Scots language has played, and continues to play, in shaping the cultural landscape of Scotland'.

Key objective of the Scots Language Policy;

- Enhance the status of Scots language among people and communities across Scotland;
- Promote the acquisition and development of Scots;
- Encourage the increased use of Scots as a valid and visible means of communication.

National Gaelic Language Plan 2018-2023

The aim of the Plan is that Gaelic is used more often, by more people and in a wider range of situations by focusing on increasing the use of Gaelic. Key priorities of the National Gaelic Language Plan include:

- Increasing the use of Gaelic through Gaelic in the arts and Initiatives which strengthen language richness, relevance and consistency
- Promoting a positive image of Gaelic and raising awareness through Gaelic arts and positive messages about Gaelic, bilingualism, and about diversity and inclusion.

Creative Scotland

As demonstrated throughout our business plan our programme meets the objectives of Creative Scotland's Ambitions where:

- Excellence and experimentation across the arts, screen and creative industries is recognised and valued;
- Everyone can access and enjoy artistic and creative experiences;
- Places and quality of life are transformed through imagination, ambition and an understanding of the potential creativity;
- Ideas are brought to life by diverse, skilled and connected leadership and workforce;
- Scotland is a distinctive creative nation connected to the world.

National Performance Framework

And delivers against many of the indicators within the National Performance Framework, including:

- Attendance at cultural events;
- Participation in activity;
- Growth in cultural economy;
- People working in arts and culture;
- Confidence of children and young people;
- Young People's participation;
- Perception of local area;
- Economic Growth.

Appendix 7: Awards & Recognition

2020 /21

Winner: Social Enterprise Scotland Award (highlighting our impact in addressing the challenges brought about by the Covid-19 pandemic)

Winner: Scotland's Small Towns Partnership High Street Hero Award

2018/19

20th Anniversary SURF Award for Best Practice in Community Regeneration

Finalist Highlands and Islands Tourism Award

Finalist 2019 Sunday Herald Award

2016/17

Finalist Culture Event of the Year, 2017 Sunday Herald Culture Awards

Winner: Moray Speyside Tourism Award 2016

2015/16

Winner: Third Sector Interface Moray (TSI) Growth Awards - Collaboration

Winner: Third Sector Interface Moray (TSI) Growth Awards - Innovation

Special award from the TSI Moray for Excellence in Marketing and Promotion.

Volunteer Friendly Award

2014 /15

Winner in partnership with others Creative organisations in Forres - Creative Place 2015

Runner-up: Third Sector Interface Moray (TSI) Growth Awards - Recognised community impact.

Recognised as certified 'Investing in Children Provider'

Prepared by:

Findhorn Bay Arts Ltd.
86 High Street,
Forres,
Moray,
IV36 1NX

Findhorn Bay Arts Ltd is a charity and a company registered in Scotland with charity number SC049867 and company number SC413997

www.findhornbayarts.com