Fèisean nan Gàidheal

A' toirt ar dualchais do ar n-òigridh

Meeting of the Board of Directors

Dunblane Hydro Hotel

Friday 23 September 2011 @ 2.00pm

Fèisean nan Gàidheal
Taigh a' Mhill
Port-Rìgh
An t-Eilean Sgitheanach
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Fèisean nan Gàidheal

Meeting of the Board of Directors to be held at Dunblane Hydro Hotel from 2.00pm on Friday 23 September 2011

Agenda

3.2011.01 PRELIMINARIES

(a)	Present	
(b)	Apologies	
(c)	Minutes of the previous meeting of the Fèisean nan Gàidheal Board	For Approval
(d)	Matters arising	
(e)	Minutes of the most recent meeting of the Executive Group	For Noting

3.2011.02 DEVELOPMENT ISSUES

(a)	Progress in implementing Fèisean nan Gàidheal Programme of Work	For Noting and Discussion
(b)	Blas Festival 2011	Verbal for Noting
(c)	Drama Projects 2011-12: Update	For Noting and Discussion
(d)	Confirmation of Creative Scotland Investment 2012-15	For Noting
(e)	Highlands & Islands Enterprise Investment 2012-15	For Noting

3.2011.03 FINANCIAL ISSUES

(a)	Income and Expenditure 2011-12	For Noting and Discussion
(b)	Bank balances and up-to-date information	For Noting
(c)	Grants to Fèisean 2011-12	For Noting
(d)	Management Accounts to 30 June 2011	For Noting and Discussion
(e)	Audited Accounts to 31 March 2011	For Approval
(f)	Reappointment of Mann Judd Gordon as auditors for 2011-12	For Approval

3.2011.04 POLICY ISSUES

(a)	Gaelic Policy Implementation: Action Plan Update	Verbal for Noting
(b)	Elections to the Board of Directors	For Discussion and Approval

3.2011.05 OPERATIONAL ISSUES

(a)	Staff Progress Reports	For Noting and Discussion
(b)	Annual Report 2011	For Noting
(c)	Arrangements for the AGM and Annual Conference	For Noting

3.2011.06 OTHER

(a)	Confirmation of date of next meeting	For Noting
(b)	Meeting of Fèisean nan Gàidheal Executive Group	E-mailed - for Information

Fèisean nan Gàidheal

Minutes of the meeting of the Board of Directors held in Fèisean nan Gaidheal Offices, Inverness on Thursday 26 May 2011 from 2.30 pm

2.2011.01 PRELIMINARIES

(a) Present

Catriona MacIntyre (Chair), Margaret Cameron, Mairi Oakley, Fiona Johnston, Bernard Bell, Derek MacLennan, Cllr Agnes Rennie (CnES), Arthur Cormack (Attending), Calum Alex MacMillan (Attending), Anne Willoughby (Attending), Moreen Pringle (Attending), Christine MacIntyre (Attending - Presentation), Dougie Beck (Attending – Presentation and translation); Angus MacLeod (Attending – translation).

(b) Apologies

Claire Bee, Katag MacNeil, Janet MacDonald, Morag Anna MacLeod (Highland Council), Ann Marie Reid (HIE)

(c) Minutes of the last meeting of Fèisean nan Gàidheal

Minutes of the meeting held on 17 February 2011 were circulated and approved by Mairi Oakley, seconded by Fiona Johnston, as a true record of the meeting.

(d) Matters Arising

There were no matters arising from the Minute.

(e) Minutes of the last meeting of the Executive Group

Minutes of the meeting held by telephone conference on 12 May 2011 had been circulated and were noted.

Agnes Rennie asked if there was more information available about the Gaelic Awareness Campaign.

Arthur Cormack advised that it was not on the agenda for the meeting as plans were still being finalised but explained that we had received £15,000 from the Scottish Government to initiate a campaign.

We were currently in the process of updating our website to make it easier to use etc. It will also contain information about Fèis events, options available for learning Gaelic, and Gaelic phrases and vocabulary which visitors to the website can access, listen and learn. A Phone App was also currently being built which would be fed by the website allowing access to all this information.

Pop-up stands were also being designed which would have information on them regarding Gaelic. It was planned to have these stands at all Fèisean nan Gàidheal events (Fèisean, Blas, Cèilidh trails etc) throughout the year. A leaflet was also going to be produced giving generic information about Gaelic and it was hoped to have this all in place by July.

The members thought that all these plans were very encouraging and could perhaps be expanded to other Gaelic groups. Arthur advised that other Gaelic organisations would have use of the materials for their own events but would also have the opportunity to have their materials displayed at our events.

2.2011.02 DEVELOPMENT ISSUES

(a) Progress in implementing Fèisean nan Gàidheal's Programme of Work

A summary of progress to date in the implementation of Fèisean nan Gàidheal's Annual Programme had been circulated and was noted.

This was a new programme based on 2011-12 contracts with HIE, Creative Scotland, Bòrd na Gàidhlig and local authorities.

As it is early in the year several of the items are still orange or red but Arthur Cormack was confident that they would be completed over the course of the year.

(b) Programme for Blas Festival 2011

A report by Arthur Cormack updating members on the current situation regarding proposals for Blas 2011 had been circulated. The official launch of Blas 2011 had taken place earlier in the day. Additional support from Creative Scotland and Scotland's Islands, on top of our Highland Council funding, meant that it has been possible to create an attractive programme of events.

Blas brochures had now been printed and would be widely distributed. The website www.blas-festival.com was also live and tickets sales were going well to date. Earlybird reduced price tickets would be available until the end of July.

Board Members are allocated £50.00 each to purchase tickets for Blas events.

The Board Members noted the programme of events to date and looked forward to a successful festival.

(c) Drama Projects 2011-12: Presentation on Action Plan and Timetable

A short introductory report by Arthur Cormack had been circulated.

Plans for 2011-12 included:

- Gaelic Drama Summer School
- Meanbh-chuileag theatre-in-education touring
- Support for at least 80 Gaelic drama workshops
- Continuing to run a series of Gaelic drama Fèisean
- A pantomime around Christmas

Dougie Beck gave a presentation to the Board giving more details on each of the projects, who would be undertaking them and when they would be delivered.

The Board approved the Action Plan and were encouraged by the amount of drama planned for the year.

It was also noted that the final performance night of the Sgoil Shamhraidh would take place in Sabhal Mor Ostaig on 14 July. This would be a joint performance with Fèis Alba.

Copies of Dougie's presentation were circulated to board members.

(d) Creative Scotland Investment 2012-15: Next Steps

A report by Arthur Cormack updating board Members on the review by Creative Scotland of their Foundation Organisations had been circulated. Arthur, Calum Alex and Catriona had attended an interview with representatives of Creative Scotland on 25 February and had been successful in proceeding to the next stage. A further meeting with Creative Scotland had since taken place on 23 May.

Arthur advised that Creative Scotland were very supportive of Fèisean nan Gàidheal and that we should continue to be one of their Foundation Organisations. The exact level of support has yet to be determined but we should know this by the end of June/beginning of July.

The Board Members welcomed the information and looked forward to hearing the final outcome of the process.

(e) Presentation by Christine MacIntyre, Development Officer

Christine has been Development Officer for the Argyll and other areas for the past 9 years and currently looks after nine Fèisean - Fèis Arainn, Fèis Ceann Loch Goibhle, Fèis Cholla, Fèis Dhùn Bhreatainn, Fèis Dhùn Omhain, Fèis Ìle agus Dhùira, Fèis Latharna, Fèis Mhuile and Fèis Thiriodh.

Christine gave an entertaining presentation on her work with the Fèisean which included assistance with fundraising, grant applications, sourcing tutors, disclosures etc. She is also heavily involved with the Argyll Drama Fèis, which has been running for five years, as well as the Cèilidh Trails in the area.

2.2011.03 FINANCIAL ISSUES

(a) Financial Reports

A report prepared by the Executive Manager, Anne Willoughby, had been circulated showing the proposed income and expenditure Budget to and from Fèisean nan Gàidheal to 31 March 2012, showing actual transactions to 30 April 2011.

Since the report had been prepared, grants had been received from Creative Scotland, HIE and Bòrd na Gàidhlig.

The Board Members noted the reports and approved the 2011-12 budget.

(b) Bank Balances and up-to-date information

The current balances were:

- Current Account: £4,709.55
- High Interest Account: £145,142.75
- Blas Account: £508.95

(c) Grants pledged to Fèisean for 2011/12

A list of grants pledged to Fèisean for 2011-12, prepared by Anne Willoughby, with amounts paid to 30 April 2011 had been circulated.

Overall sums for grants to Fèisean had been retained at the same level as last year.

The Board Members noted the report.

(d) Management Accounts for the period to 31 March 2011

Management Accounts for the period to 31 December 2011 prepared by Mann Judd Gordon had been circulated and were noted. The only monies outstanding were LEADER funding for Blas but that is due in shortly.

Andy Cumming would be visiting the Portree Office at the end of June to do an Audit.

(e) Clydesdale Bank – Overdraft facility

There had been circulated a report by Arthur Cormack seeking agreement from the Board to an offer of overdraft facility from Clydesdale Bank Plc.

After due and careful consideration of the terms of the Letter and of all the relevant circumstances, **IT WAS RESOLVED** that:

1. The utilising by the Company of up to the full amount of the Facilities on the terms and conditions set out on the Facility Letter is for the benefit of, and in the best commercial interests of, the Company for the purpose of carrying on its business and that the terms and conditions of such Facility Letter are approved and accepted; and
2. the Facility Letter be executed on behalf of the Company by the Director and the Company Secretary specified below, who are also authorised to sign on behalf of the Company all such other documents, agreements, certificates, notices, communications or confirmations, including amendments, variations, renewals and extensions, as may be

required in connection with the Facilities, or the Facility Letter.

Fiona Johnston (Company Secretary) and Catriona MacIntyre (Chair) duly executed the document on behalf of the Board.

2.2011.04 POLICY ISSUES

(a) Gaelic Policy Implementation: Presentation on Action Plan and Timetable

There had been circulated a short introductory report by Arthur Cormack outlining the Action Plan to implement Fèisean nan Gàidheal's Gaelic Language Policy.
The specific undertakings are:

- Develop and increase access to the Gaelic language and culture through the implementation of a revised and strengthened Gaelic Language Policy
- Ensure Gaelic is an integral part of all Fèisean, in line with Fèisean nan Gàidheal's Gaelic Policy
- Increase the number of young people in Highland who will receive Gaelic tuition from a baseline of 2,384
- Continue to implement Fèisean nan Gàidheal's Gaelic Policy through services offered to all the Fèisean through its staff and special projects as appropriate
- Provide support for Fèisean with Gaelic language activities utilising our G-Team
- Regular review of progress with implementation of Gaelic Policy.

Calum Alex MacMillan gave a presentation to the Board with details of the steps needed to achieve our aims, who will be undertaking them and when they will be delivered. A copy of the presentation will be circulated to Board Members as a permanent record.

The Board members were fully supportive and approved the Action Plan.

(b) Volunteering Policy

It had been suggested at this year's Fèis Trèanaidh that Fèisean nan Gàidheal should have a Volunteering Policy and the Executive Group had agreed that one should be produced.

A report by Arthur Cormack had been circulated along with a draft Volunteering Policy, drawn up by Iona MacDonald.

The Board Members agreed that such a policy would be good to have but were concerned that the wording was perhaps a bit "formal" and might be off-putting for potential volunteers. It was agreed that Development Officers would meet with all new Committees and talk them through their duties etc in a more informal manner, the aim being to make volunteers appreciate that they are valued and that we are available to help if they have any problems/concerns. It was also agreed that it would be good to have the main points of the Policy on a card, like the Child Protection Yellow Card, which could be distributed to Committee members/volunteers.

2.2011.05 OPERATIONAL ISSUES

(a) Staff Progress Reports

Progress Reports from staff had been circulated and Board Members noted the content of these. The Chair thanked staff for their ongoing work.

It was noted that Calum McConnell wall being employed by Fèisean nan Gàidheal for 10 weeks under CnaG's Summer Placement Scheme.

(b) Lochaber-based Development Officer

Arthur Cormack advised that Kevin Rodgers was leaving Fèisean nan Gàidheal. His post had been advertised and interviews had recently taken place.

Maria MacInnes had been appointed to the post and was due to start work with us in early

June. She is currently in Glasgow but was going to be relocating to Fort William.

As Maria is a graduate the possibility of part funding of her post under the CnaG Graduate Placement Scheme was being investigated. The HIE Graduate Scheme would also be looked into.

2.2011.06 OTHER

(a) Date of next meeting

It was agreed that the next Board Meeting would take place in Dunblane on 23 September (as part of the AGM/Annual Conference weekend).

(b) Meeting of Fèisean nan Gàidheal Executive Group

Papers had been circulated to Board Members by e-mail for information.

Fèisean nan Gàidheal

Minutes of the meeting of the Executive Group held on Wednesday 31 August 2011 from 10.00 am via telephone conference

EX3.2011.11 PRELIMINARIES

(a) Present

Catriona MacIntyre (Fèis Lochabair, Chair), Maggie Cameron (Fèis an Earraich, Vice-Chair), Fiona Johnston (Fèis Fhoirt, Secretary/Treasurer), Calum Alex MacMillan (Fèisean nan Gàidheal Development Manager), Arthur Cormack (Fèisean nan Gàidheal Chief Executive), Anne Willoughby (Fèisean nan Gàidheal Executive Manager), Moreen Pringle (Fèisean nan Gàidheal Business Officer)

(b) Apologies

Ann Marie Reid (Highlands & Islands Enterprise) and Morag Anna MacLeod (Highland Council), Ian Smith (Creative Scotland).

(c) Minutes of previous Executive Group meeting for approval

Minutes of the meeting held on 12 May 2011 had been circulated and were approved.

(d) Matters arising

There were no matters arising from the Minutes.

EX3.2011.02 PROJECT UPDATES

(a) Blas Festival (verbal - Arthur)

Plans for the forthcoming Blas Festival were all going well. There was due to be a lot of advertising in the press commencing the upcoming weekend. On top of that there has been widespread postering, email advertising, and Facebook advertising.

At present ticket sales through the box office are 30% up on last year (this is only online sales and does not take into account tickets sold locally via venues etc).

Press and Management Passes have now been issued.

Board Members are reminded that they have up to £50 each towards the purchase of tickets to attend Blas events and should claim this as expenses in the normal way

Arthur advised that Eddie Stiven was now unable to oversee the Glenelg Blas event and Maggie Cameron agreed to do this instead. Arthur would contact Maggie after the meeting to discuss what was required.

(b) Gaelic Training (verbal – Calum Alex)

Calum Alex advised that he had issued letters to tutors advising them on what courses were available, where, when etc. These letters had been sent to those tutors who are regularly tutoring at Fèisean. Responses from these tutors were due in by mid-September.

Iona MacDonald is also contacting some of our fluent tutors to see if they would be interested in undertaking training to become Ùlpan Tutors who could then use these skills to tutor others in Gaelic.

(c) Cèilidh Trails (verbal – Calum Alex)

Calum Alex advised that the Cèilidh Trails had been a great success with some good gigs and good audience feedback.

Representatives from the Argyll, Fèis Spe and Fèis Rois Cèilidh Trails would be coming together to perform at the Camanachd Cup Final on 17th September in Inverness.

The Cèilidh Trail groups would also be performing at various events throughout the Blas Festival.

In response to a concern about the lack of Gaelic content and its lack of use in introductions especially in the Lochaber Cèilidh Trail, Calum Alex agreed to ensure that there was more Gaelic language used at the Blas and Camanachd Cup events and also to take this on board for next year's Fèis Alba to ensure that it was impressed on the participants and co-ordinators that use of Gaelic was essential.

Anne advised that she was still waiting for the first payment of the LEADER funding (from Highland and Argyll) to come in. It was hoped to have this tied up by the end of September.

The funding for the Fèis Spe Cèilidh Trail is due to end next June (with funding for the other Cèilidh Trails ending in summer 2012). Efforts would need to be put into securing ongoing funding to ensure the Cèilidh Trails continue.

(d) Gaelic Awareness Campaign (verbal – Arthur)
Arthur had previously advised that we had been given £15,000 from the Scottish Government to get involved in a Gaelic Awareness Campaign.

He had been working on updating our website to make it easier to use etc.

Some of the other resources had now been finalised and copies of the leaflets had been circulated. These were generic leaflets so will be appropriate for use over the next few years. It is intended to have a leaflet stand at all Fèis events containing these and leaflets from other Gaelic organisations.

Pop-up Banners and phrase cards were also being produced.

The members agreed that the resources were good and should help raise the profile of the Gaelic language.

(e) Sgoil Shamhraidh and Gaelic Drama (verbal – Calum Alex)
Calum Alex reported on the Sgoil Shamhraidh and Gaelic Drama plans:

- Sgoil Shamhraidh had been a great success with 24 participants. All taking part had thoroughly enjoyed it and the final event in Sabhal Mor Ostaig had been well received. The level of Gaelic was also praised.
- Dougie was currently working with eight English Medium Schools carrying out six drama workshops with each.
- Angus is currently working with Skye and Lochalsh Gaelic medium schools providing eight workshops over the next few months to increase their drama skills etc.
- The possibility of employing Debbie MacKay to offer similar workshops in Gaelic medium schools in the Western Isles between now and Easter was being investigated.
- A two week tour by Meanbh-chuileag of English medium schools in Perthshire and Argyll was due to take place in November.
- Another MC tour in conjunction with Culloden Centre was planned for the Spring.
- Angus was currently working on a script for a Gaelic Medium tour in February.
- The Gaelic Panto would again be touring in December.

The Members were delighted to see so much drama activity taking place. It was agreed that all Fèisean should be encouraged to use Sgioba-G to increase the Gaelic content of their Fèisean. Fèisean nan Gàidheal would be looking for this in connection with expansion of the individual Fèisean's Gaelic Plans.

EX3.2011.03 FINANCIAL ISSUES
(a) Audited Accounts to 31 March 2011 (circulated - Anne)
Andy Cumming the Accountant had been over spending time with Anne at the end of June to tie up the Accounts.

The Audited Accounts has now been completed and would be available for signing off at the AGM.

(b) Management Accounts to 30 June (circulated - Anne)
The Consolidated management accounts to 30 June prepared by Mann Judd had been circulated. The total funds at 30 June were healthy.

(c) Income and Expenditure 2011-12 (circulated – Anne)
Details of Income and Expenditure to 12 August had been circulated.

(d) Bank Balances and up to date information (verbal - Anne)
The current bank balances were given as follows:
- £276.81 in the Current account
- £327,877.96 in the High Interest account
- £1.82 in the Blas account (money only transferred into this account as needed)

(3) Grants to Fèisean 2011-12 (circulated - Anne)
A report showing the grants awarded to Fèisean (and those paid out to date) had been circulated.
The first instalment of the grants due for the Summer Fèisean had been issued.
There was a slow uptake of the grants awarded for Annualised Hours and this would be investigated.

EX3.2011.04 STAFFING ISSUES
(a) Lochaber Development Officer (verbal – Arthur)
Arthur advised that Maria MacInnes had been appointed to this post and was settling in well.

She had met with all the Fèisean to introduce herself and get to know more about their activities etc. She was also introducing herself to all the schools in her area.

Maria was currently organising the teenage Fèis which was to take place in Lochaber in October.

EX3.2011.05 DEVELOPMENT ISSUES
(a) Bid to HIE 2012-15 (verbal - Arthur)
Arthur advised that he and Calum Alex had recently had a very positive meeting with Anne Marie Reid of HIE to discuss continued financial support for Fèisean nan Gàidheal from 2012-15.

Arthur was currently finalising a paper for submission to HIE outlining Fèisean nan Gàidheal's future plans based in HIE's priorities etc. This would be sent to HIE and eventually a proposal would go before HIE's Management Group.

It was hoped to know the outcome of our bid by the end of the year or early in the New Year.

Arthur would circulate a copy of the bid with the Board Meeting Papers.

EX3.2011.06 BOARD MEETINGS
(a) Agenda items for forthcoming Board meeting
As well as the usual Agenda items there would be:
- Audited Accounts
- 2010/11 Annual Report. Arthur advised that it had been decided to reduce the size of the Annual Report this year and put it into a newsletter format with other general information on our website instead of contained within the Report.
- Information on a proposed residential event planned for next year
- Blas Update
- Gaelic Awareness Campaign Update

(b) AGM Arrangements (verbal - Anne)
Anne advised that invitations to this year's AGM, which was taking place in Dunblane Hydro on 23/24 September, had been issued. Responses were slow in coming in - especially from the Fèisean in the central belt - and these would be chased up over the next few days.

Iona MacDonald was organising training in the Alexander Technique for the afternoon of 23rd September (while the Board Meeting is taking place) and would be offering a few places on this course to Fèisean.

The guest speaker at the AGM is Alasdair Allan MSP, Minister for Learning and Skills with responsibility for Gaelic who will address everyone on the Saturday around midday.

There were a few people in the Fèis Fhoirt area who Fiona Johnstone felt could be invited. It was agreed that she would give Anne their details and an invitation would be issued to them.

Anne also needed confirmation of who, from Fèis Fhoirt, would be performing on the Friday evening and if they were staying for the meal etc. Fiona would get back to Anne on this.

Fiona advised that Fèis Fhoirt were due to hold their Fèis on 24/25 September. There would be a ceilidh in Falkirk on the night of Saturday 24th September and anyone staying over that night were warmly invited to attend. Arthur requested Fiona forward details and this could be circulated to all attending.

(c) Board Elections (verbal – Arthur)
Arthur advised that, under current procedures, the following Board Members were due to leave the Board in September: Catriona MacIntyre, Maggie Cameron, Derek MacLennan, Katag MacNeil, Mairi Oakley and Claire Bee.

It was felt that losing six members of the Board at once would result in a loss of valuable skills and perhaps the term for the office bearers could be extended by up to two years to ensure continuity.

Arthur would prepare a paper for the Board outlining proposals on this matter.

EX3.2011.07 GENERAL
(a) AOCB (verbal)
No other items of business were raised.

(b) Date and venue of next meeting
The next meeting is to be held by phone conference on Tuesday 22 November 2011 at 10.00am

Fèisean nan Gàidheal

Progress in implementing Fèisean nan Gàidheal's Programme of Work

Agenda Item: 3.2011.02(a)

Following is a summary of the main developments recommended in our current Development Plan, along with progress to date, updated with 2010-11 measures taken into account. This incorporates reports on the performance indicators - or outputs - set against measures within Fèisean nan Gàidheal's (FnG) Development Plan by our four main funders – Creative Scotland (CS), Highland Council (HC), Highlands & Islands Enterprise (HIE) and Bòrd na Gàidhlig (BnG) - in relation to individual funding agreements with those bodies.

R (Red) = Not presently on track, and measures to restore progress not yet in place. Danger that targets may be missed.
A (Amber) = Not presently on target, but with measures in place to restore progress
G (Green) = On target

Ref	Measure in Development Plan	Responsible	Performance Indicators/Outputs	Progress	Status
1	**SERVICE DELIVERY**				
1.1	Services	All	Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)	The work of the whole organisation is geared towards achieving this. We will be supporting 45 Fèisean during 2011-12 and, although we have a smaller team than in the past, will ensure that high standards of delivery are maintained. Last year we overhauled all our policies to ensure good governance and working practices and these will remain under review.	**G**
			Continue to operate as an organisations striving for excellence in delivery of services and projects, with sound governance and general working practices. (CS)		
			Plan to apply efficiencies of 3% (£3,750) of Bòrd na Gàidhlig funding from within running costs of the organisation towards new projects that will contribute towards increasing numbers of Gaelic speakers (BnG)	A plan has been submitted to Bòrd na Gàidhlig on how we expect to achieve this.	**G**
1.2	Staff	CEO/ Board	Retain at least 15 FTEs based within the HIE area (HIE)	We currently have 13 people on staff with an FTE of 11.2. However, with tutors and contractors, that figure will be much higher and exceed 15 FTEs.	**G**
			£23,393 to be used to support Fèis Development Officers and the general running costs of Fèisean nan Gàidheal. (HC)	The remainder of Highland Council funding, after grants are paid to Fèisean, is utilised towards our running costs, including Development Officer posts.	
		Development Manager	At least two people to be supported through the Work Placement/Graduate Placement schemes run by CnaG. (BnG)	Only one person was made available to us through the summer Work Placement Scheme. Currently we do not envisage being able to support someone through the Graduate Placement Scheme.	**G**
		CEO/ Executive Manager	Prepare a pay policy for the organisation for 2011-12 and beyond that is in line with the Scottish Government's Pay Policy. (BnG)	Fèisean nan Gàidheal operates within the pay policy for the public sector and is, therefore, closely aligned to the Scottish Government's Pay Policy.	**G**
1.3	Grants Scheme for Fèisean	CEO/	Continue to run a Grants Scheme for Fèisean allowing	Grants scheme in place and grants pledged for 2011-12.	**G**

1.3		Executive Manager/ Business Officer	investment in a variety of local activities (CS)	Grants will be paid out as per agreements.	G
			Support offered to at least 40 Fèisean from our Grants Scheme and through practical help. (BnG)	Grants offered to 45 Fèisean for 2011-12.	
			Support at least 30 Highlands and Islands Fèisean each year (HIE)	Grants offered to 37 Fèisean in the HIE area, 23 of which are in HIE Fragile Areas.	G
		Development Manager	Continue to invest in new developments through our Fèis Development Fund (CS)	Applications have been received for the Development Fund.	G
			Support three new and innovative project per year through a Fèis development fund (HIE)	To date we have supported three projects.	
		Development Manager/ Development Officers	Support 19 Fèisean in Highland Council area (HC)	Grants offered to 21 Fèisean in the Highland Council area totalling £119,191, of which the local authority portion represents £25,634.	G
			Ensure that £24k is divided between 19 Fèisean on a formula basis (HC)		
			Provide a high quality music tuition programme for young people who wish to participate in Fèisean (HC)	We expect that the Fèisean will offer a high quality experience and feedback will be sought to confirm this.	G
			Maintaining the number of young people participating in Fèisean and classes in the Highlands at 3,179 (HC)	We expect to be able to achieve this figure.	A
			Grant aid Fèisean in Comhairle nan Eilean Siar area (CNES)	Grants offered to 6 Fèisean in the Comhairle nan Eilean Siar area.	G
			Grant aid Fèisean in Argyll & Bute Council area (A&BC)	Grants offered to 7 Fèisean in the Argyll & Bute Council area.	G
1.4	Supporting volunteers	Development Officers	Continue with excellent support mechanisms for individual Fèisean through the development of our system of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services (CS)	Each member of the Development Team has been designated as Lead Officer for a number of Fèisean. They need to continually work hard to ensure this relationship works effectively.	G
		Training & Policy Officer/ Development Officers	Policies are made as easy as possible for volunteers to deliver	All policies were reviewed in 2009-10 and are available as downloads from our website in Gaelic and English. They remain under review and a new Volunteer Policy has been agreed by the Board of Directors.	G
				Risk Register in place and monitored by the Executive Group with an annual report to the full Board.	
		Executive Manager/ Development Officers/ Training & Policy Officer	Continuation of Annualised Hours scheme	Annualised hours offered for 2011-12 as part of overall grant offer, with those Fèisean that have made best use of them in the past having been given priority.	G
				Development Team will continue to work closely with workers employed under this scheme and participation in the annual Fèis Trèanaidh is a condition of funding.	
			Development Officer to be retained in Western Isles (CnES)	Jenna Cumming employed full-time with part funding from Comhairle nan Eilean Siar.	G
			Development Officer to be retained in Argyll & Bute Council area (A&BC)	Christine MacIntyre employed full-time with part funding from Argyll & Bute Council.	G
1.5	Annual Conference	Executive Manager/ Business Officer/	Hold an Annual Conference (CS)	2011 Conference will be held in Dunblane Hydro on 23 and 24 September with Alasdair Allan MSP, Minister for Learning and Skills, as Guest Speaker.	G

		Training Officer			
1.6	Insurance	Executive Manager	Adequate insurance cover in place for Fèisean nan Gàidheal, its staff and all Fèis activities.	Policies reviewed and renewed in February 2011 with cover adjusted as appropriate.	**G**
1.7	Musical instrument Bank	Business Officer	Regular lending of instruments to Fèisean.	Ongoing and well used by Fèisean with instruments out most of the year.	**G**
1.8	Disclosure checking	Collator/ Executive Manager/ Business Officer	All tutors and volunteers involved in Fèisean must go through an enhanced Disclosure check.	Ongoing work undertaken by Sandy Gray as Disclosures continue to be renewed, under the new PVG scheme, on an ongoing basis as 3 years expire. All Fèisean must submit a list of tutors before grant is released, which is cross-referenced to ensure they have a current Disclosure.	**G**
			Continue to ensure good practice in relation to Child Protection within the new system introduced by Disclosure Scotland. (CS)	Policy updated and monitored on an ongoing basis and we are implementing changes to the system to comply with the PVG scheme.	**G**
1.9	Maintenance of a Fèis Tutors database	Business Officer	Up to date data available at all times.	Fèisean nan Gaidheal database continues to be regularly updated.	**G**
1.10	Developing, distributing and selling publications	Business Officer	Continue to maximise income from sales of publications	We are currently working on selling as many as possible through Fèisean, shops etc. Website shop is set up on the new website www.feisean.org/shop.html.	**G**
1.11	Production and distribution of regular news and other information	Business Officer/ All Staff		*Faileas* produced on a regular basis, now only distributed electronically in order to save money. Information of all kinds relating to Fèisean distributed on a regular basis – funding opportunities, VAN news, SCVO news, job opportunities, events etc.	**G**
1.12	Support for new Fèisean	Development Manager	Create 2 new Fèisean in HIE Fragile Areas (HIE) Support the establishment of new Fèisean where communities request assistance and funding allows (CS)	An application has been accepted from Fèis an Iar Thuath and Fèis Thròdairnis has been re-established, both of which are in Fragile Areas.	**G**
1.13	Supporting the development of Fèisean, or collectives of Fèisean, wishing to become more independent	Executive Manager/ Development Manager/ Development Officers	Continue to support individual Fèis projects such as Fèis Bharraigh and Feis Spè expansion activities (CS)	Continuing to support Lochaber Fèisean, Fèis Spè and Fèis Bharraigh with payroll and other services.	**G**
1.14	Inter-Fèis activities	Development Manager/ Development Officers		Funding for inter-Fèis activities is integrated within our Development Fund. Fèis Rois worked with Fèis Eilean an Fhraoich on workshops during HebCelt Festival. A number of Fèisean worked together at Fèis Alba and on the Cèilidh Trails.	**G**
1.15	Annual Training Programme	Training & Policy Officer/ Development Manager	Deliver training to 30 Fèisean per year and at least 75 tutors and community Fèis organisers (HIE)	We expect to achieve these figures through ongoing Gaelic language training, Levels 1, 2 and 3 tutor training courses in February 2012 and Fèis Trèanaidh in March 2012.	**A**
				Staff training is ongoing as required and there will be at least 3 sessions during the year. Joint training with Fèis	**G**

				Rois staff took place over two days in August.	
				In-house induction is available for new staff and Board members.	
				Moreen Pringle is undertaking Ùlpan training when available.	
1.16	Networking	CEO/ Development Manager	Expand partnership opportunities with other arts and Gaelic organisations, as well as public bodies, and continue to work with existing forums, including the Scottish Traditional Music Forum. (CS)	We will continue to be members and contribute to the development of the Traditional Music Forum. We have had initial discussions with Creative Scotland about the delivery of elements of the Report to the Scottish Government on Traditional Arts.	**G**
				We have been supporting the ATLAS arts project in Skye with office facilities. We are helping the Skye Gaelic Initiative in several ways and the local Comann nam Pàrant group with office services. Tobar an Dualchais use our offices in Inverness and staff are involved in supporting Gaelic Initiatives in their own localities.	
			Work in partnership with the Gaelic Arts Strategy Group and the Gaelic Arts Officer to review and implement the Gaelic Arts Strategy.	We will continue to take part, as required, in the Gaelic Arts Strategy Group, and attend meetings of the Gaelic Organisations held by Bòrd na Gàidhlig.	
				Fèisean nan Gàidheal's CEO is involved in occasional input to SMO's Gaelic & Traditional Music Course, as is our Training and Policy Officer.	
		All staff	Working with other Gaelic organisations, local authorities, community representatives and Bòrd na Gàidhlig to expand *Iomairtean Gàidhlig* (Gaelic Initiatives) and deliver the main aims of Ginealach Ùr na Gàidhlig (BnG)	We are supporting Iomairtean in areas where we have staff, as well as the Fèisean within those areas. We will make our facilities available to them and expect to achieve the 500 hours of staff time required during 2011-12. We have been actively involved in drawing up the plans for the Iomairtean in Skye, Inverness and Lochaber. We are running a regular Cofaidh is Còmhradh session in our Portree office every Tuesday. We have worked with Portree High School in producing magazines for them and we held a day-long mini-Fèis for all S1 Gaelic and Gàidhlig pupils in July 2011.	**G**
1.17	Advocacy	All staff led by CEO	In partnership with Creative Scotland, Highlands and Islands Enterprise and Bòrd na Gàidhlig, FnG will continue to play a key role in the continuing development of traditional music and Gaelic arts in Scotland. (CS)	A lot of time is spent on advocacy and this will probably increase in the current economic climate. We regularly submit evidence to consultations that have an effect on our work, or where we can influence policy.	**G**
1.18	International Links	CEO/ Development Manager/ Training & Policy Officer	Raise the profile of the Fèis movement in international work like the Celtic Neighbours project with partners in Wales and Ireland. (CS)	We have ongoing links with Celtic Colours in Cape Breton through the Blas Festival and with Ireland through Fèis exchanges and Cèilidh Trails. We will also continue to be involved in the Celtic Neighbours project and any other opportunities that arise during the year.	**G**
1.19	Promotion and Marketing	CEO/ Business Officer	Increase media coverage of the Fèis movement through at least twelve instances of coverage in local/regional media, three instances of national coverage, and one instance of United Kingdom-wide coverage per year (HIE)	We achieve a high level of coverage in the press, and cuttings are collected regularly and archived. We will endeavour to create more coverage around appropriate activities such as Blas, Cèilidh Trails and the Gaelic	**G**

				Drama Summer School.	
			Investigate greater partnerships with the commercial sector building on the success of sponsorship having been secured for Blas, but also looking at the potential for increased sales of products of the Fèisean. (CS)	Potential sponsors are always invited to Blas events with a view to them coming on board.	G
				Fèis products are available through our online shop at www.feisean.org but there is potential for greater sales.	A
			Ensure that the Highland Council is acknowledged in all publicity materials with the inclusion of the Highland Council logo on fliers, posters, banners, press releases, website and all relevant e-mail footers. (HC)	The Highland Council logo, along with those of Creative Scotland, HIE and Bòrd na Gàidhlig, appears on everything we produce. This will continue.	G
			Ensure all press notices and events are sent on to mygaelic.com and Bòrd na Gàidhlig (BnG)	We regularly send all news releases to the mygaelic team and to Bòrd na Gàidhlig.	G
1.20	Website and ICT	Business Officer/ All Staff as appropriate		New site now live at www.feisean.org along with www.blas-festival.com and www.feisceilidhtrails.org.	G
				Main Fèisean nan Gàidheal site has been redesigned and taken away from Sitekit, saving licence fees and making it much more user friendly. A new section has been added to encourage Gaelic learning.	
2	**NEW DEVELOPMENTS**				
2.1	Prepare a Gaelic Language Policy for Fèisean nan Gàidheal, which will be adopted by members of the organisation	Development Manager/ Development Officers	Develop and increase access to the Gaelic language and culture through the implementation of a revised and strengthened Gaelic Language Policy (CS)	Gaelic plans and annual updates continue to be submitted to Fèisean nan Gàidheal and discussion on Gaelic content forms part of the annual review meeting with all Fèisean. There will be a session at the Annual Conference on increasing Gaelic use at Fèisean.	G
			Ensure Gaelic is an integral part of all Fèisean, in line with fèisean nan Gàidheal's Gaelic Policy. (HC)	A new Gaelic Policy has been approved and has been issued to all Fèisean, along with guidance. Development Officers must now ensure that it is being implemented. Maximum support will be given to Fèisean by our Gaelic language team to help increase Gaelic usage.	G
			Increase the number of young people who will receive Gaelic tuition from a baseline of 2,384 (HC)	We expect to be able to increase this figure as the Gaelic Policy is implemented.	A
2.2	Continue to support a Gaelic Language Development Team	Development Manager/ Development Officers	Continue to implement Fèisean nan Gàidheal's Gaelic Policy through services offered to all the Fèisean through its staff and special projects as appropriate.	Ensuring that all Fèisean use fully bilingual material, and have made this a specific condition of grant. This is discussed specifically with each Fèis at review meetings. Use of Gaelic in Fèis activities must be prioritised.	G
			Provide support for Fèisean with Gaelic language activities utilising our G-Team. (CS)	Our Sgioba-G continues to assist Fèisean with Gaelic Policy implementation, and with programmes of work tailored to individual needs, where requested, all geared towards basic Gaelic acquisition and use.	
2.3	Develop mechanisms for the delivery of our Gaelic Language Policy within Fèisean nan Gàidheal	Development Manager/ Development Officers/ Training & Policy Officer/ Drama Officer	Regular review of progress with implementation of Gaelic Policy. (BnG)	A survey of tutors was carried out to gain baseline information on current Gaelic ability against which to measure success in its implementation. A separate Action Plan was agreed by the Board in May and this is being implemented in line with an agreed timetable.	G

2.4	Develop wholly Gaelic-medium Fèisean and Gaelic-medium tuition at existing and new Fèisean	CEO/ Development Manager/ Development Officers	An increasing number of GM Fèisean and activities for parents to work with their children through the medium of Gaelic.	6 Fèisean now GM and GM tuition being further developed within Fèisean that are not wholly GM. An increase in Gaelic speaking tutors should facilitate an increase in Gaelic use.	**G**
			Establish family-based Fèis activities to strengthen the use of Gaelic (CS)	Fèis Eilean an Fhraoich again had parental Gaelic classes during the Fèis while youngsters took part in Fèis activities, but more work needs to be done on developing this type of event.	**A**
		Development Manager/ Board	Ensure commitment to Gaelic in new Fèisean.	No new Fèisean are admitted for membership without a clear demonstration of Gaelic commitment.	**G**
				FnG Board is now required to approve new members to ensure Gaelic commitment is in place.	
2.5	Development of Gaelic Drama	Drama Officers/ Development Manager/ CEO	Continue development of Gaelic drama activities including a Gaelic Drama Summer School and, if funding allows, touring by the Meanbh-Chuileag theatre-in-education group (CS)	A separate plan for Gaelic drama developments during 2011-12 was considered by the Board in May and is being implemented in line with an agreed timetable.	**G**
			Six weeks of schools touring to be carried out by Meanbh-Chuileag. (BnG)		
			At least 80 Gaelic drama workshops to be supported (BnG)		
			Continue to run a series of Gaelic drama Fèisean (CS)		
			Stage an annual Fèis Drama Summer School and work towards an agreement with MG Alba for the further professional development of 'graduates' (HIE)	Sgoil Shamhraidh 2011 took place in Portree, with the final performance at Sabhal Mòr Ostaig along with Cèilidh Trail participants.	**G**
			At least 20 Gaelic-speaking participants to take part in Sgoil Shamhraidh Dhràma 2011. (BnG)	There were 24 participants and 115 in the audience for the final event.	
2.6	Continuing support for Fèis Cèilidh Trails	Senior and other Development Officers	In partnership with Fèisean, and with investment from LEADER, continue to support a network of Cèilidh Trails (CS)	Five Cèilidh Trails were supported during summer 2011 and they played at 100 events.	**G**
		Senior Development Officer	Expand and strengthen the Fèis Cèilidh Trails initiative, including coordinating and promoting the initiative nationally and internationally as a cultural tourism product (HIE)	Programming and publicity for 2011 Cèilidh Trails was a significant improvement on previous years. There was a joint marketing leaflet produced which was widely distributed as well as adverts in local newspapers. Posters were professionally designed also.	**G**
			Work with others to produce a Dance Instruction DVD covering cèilidh dances that will be used at Fèisean, Cèilidh Trails and in other situations (CS)	Still to be planned although the Senior Development Officer has been investigating funding sources.	**A**
2.7	Encourage local Fèisean to archive material which could be utilised in teaching situations in their area	Training & Policy Officer	Coordinate at least six local cultural heritage projects led by Fèisean participants in local areas, creating freely available localised online resources (HIE)	An initial meeting was held between Fèis Bharraigh, Fèisean nan Gàidheal and Cobhar Bharraigh to begin a joint heritage project. Other opportunities will be limited in 2011-12.	**A**
			Continue to engage with local Fèisean in collecting and archiving local materials and making them available on the internet. (CS)		

2.8	Gaelic Arts Strategic Development	CEO/ Training & Policy Officer	Continue to have an active role in delivering the National Gaelic Arts Strategy and supporting the work of the joint CS/BnG Gaelic Arts Officer (CS)	We will continue to participate fully in discussions and assist, where we can, in implementing the strategy and in developing a new one. A large part of our programme delivers measures within the current strategy.	**G**
		CEO/ Development Manager	Work with the officers of Bòrd na Gàidhlig and Creative Scotland to deliver the Gaelic Arts Strategy through the day-to-day work of Fèisean nan Gàidheal. (BnG)		
2.9	Traditional Music Forum	CEO/ Training & Policy Officer/ Development Manager	Develop training provision and professional development, open to everyone involved in promoting, organising and participating in Fèisean, and to other organisations involved in traditional music development and delivery (CS)	We envisage that this will be achieved during 2011-12 through Fèis Alba, Blas, our Drama Summer School, our Fèis Trèanaidh and Tutor training events.	**G**
2.10	Gaelic song writing initiative	CEO/ Development Manager	Produce, market and sell a CD of traditional music and Gaelic song produced through a Fèis song-writing initiative (HIE)	Support was given to a number of initiatives during 2010 but we need to plan additional initiatives during 2011-12 to ensure delivery of new work in a digital format. Song writing was part of the Fèis Alba training for Cèilidh Trails.	**A**
			Further work in supporting and developing new song writing in Gaelic, building on achievements in 2010. (CS)		
2.11	Board Development	CEO/ Board with HIE financial support	Undertake a review on function, appositeness and efficacy of Fèisean nan Gàidheal board, by 31 December 2010 (HIE)	Not initiated by HIE as planned.	**R**
2.12	Research	CEO/ Executive Manager	Produce research on the creation of a Fèis 'cultural hub' providing social, performance and teaching spaces, exploiting distance learning technology and links to creative industries, within a fragile Gaelic community (HIE)	Support has been offered to Ceòlas for a feasibility study to establish a cultural hub in South Uist, with the proviso that this will benefit the Uist Fèisean also.	**G**
2.13	Teenage provision within the Fèis movement	Development Manager/ Development Officers	Continue to support activities for teenagers	A teenage Fèis in Lochaber is being organised for October 2011. Information has been circulated and the Lochaber Officer is doing school visits in an effort to attract teenagers to the event.	**G**
				Cèilidh Trails and Blas involved teenagers. Teenagers were involved in the Sgoil Shamhraidh and alos in the min-fèis we organised at Portree High School.	**G**
				Continue support for Fèis Rois nan Deugairean, Fèis an Earraich, Fèis Spè, Fèis Eilean an Fhraoich and other Fèisean who make specific teenage provision.	**G**
			Run a Gaelic medium teenage Fèis during the year (CS)	A residential event for Gaelic-speaking teenagers, incorporating Fèis activities, is being organised for Easter 2012. Planning will take place in 2011.	**A**
3	**PARTNERSHIPS AND CONTRACTS**				
3.1	Youth Music Initiative contract in Highland	CEO/ YMI Coordinator/ Business Officer	Continue to develop the work of the Fèisean within the formal education sector, in partnership with YMI, in Highland and other local authorities as opportunities arise (CS)	YMI in Highland will continue during school year 2011-12.	**G**
				Rae MacEachern will continue to look after day-to-day organisational issues for FnG.	
				New Gaelic whistle book produced by Taigh na Teud in association with Fèisean nan Gàidheal and Stòrlann to	

				be distributed more widely.	
3.2	Potential for Youth Music Initiative contract work in other areas	CEO		To be investigated with assistance of Creative Scotland in the context of their 2011-12 investment.	**R**
3.3	Gaelic Language work in schools	Drama Officer/ CEO	Support at least 50 events in schools (in Gaelic in Gaelic schools and bilingually in other schools) as part of Blas 2011, with at least 5,000 school pupils participating. (BnG)	Meanbh-Chuileag will work in schools.	**G**
				As part of Blas 2011 there was a comprehensive education programme running in a number of schools alongside the main festival events.	
3.4	Other formal educational work	CEO/ Training & Policy Officer		A proposal has been drawn up and costed for Gaelic language teaching, based on the YMI model, utilising GLPS resources. Our Drama Officers are working in a number of schools where Gaelic is not taught in order to pass on language skills and encouragement in Gaelic.	**G**
				Fèis Academy plans may be revisited in 2011-12.	**R**
3.5	Contract earnings	CEO/ Executive Manager	Ensure that trading income constitutes at least 25% of income FnG total before 31 July 2012 (HIE)	This is the case at present but will be kept under review.	**G**
3.6	Showcasing opportunities	CEO/ Development Manager/ Project Staff	Raise the profile of the Fèis movement through dedicated showcase events, and in other opportunities as they arise. (CS)	There were special events at Blas this year celebrating 25 years of Fèis Rois and 21 years of Fèis Spè as well as a joint Cèilidh Trail event with all the groups together at the Camanachd Cup Final. Fèis Rois have another anniversary events planned in November at Eden Court.	**G**
			Deliver at least three high-profile national showcase events - 2 Scottish, 1 United Kingdom-wide (HIE)	Discussions have been had with Creative Scotland about Olympic Games Youth Voices showcase event but nothing recently.	
3.7	Strategic Developments	CEO	Take part fully in discussions with Creative Scotland on the development of a National Youth Arts Strategy and play our part in delivering the recommendations of the Traditional Arts Working Group Report (CS)	CEO has already attended one meeting with Creative Scotland to discuss National Youth Arts Strategy. We discussed the Traditional Arts Report with Creative Scotland in May and have offered to deliver certain elements.	**G**
3.8	Development of Blas – Celebrating the Highlands	CEO/ Development Manager	Subject to funding, continue to run the Blas Festival (CS)	The festival took place in 2011 due to generous additional support from Creative Scotland and funding from Scotland's Islands which, along with the reduced grant from The Highland Council, made the festival viable.	**G**
			Support offered to Blas to ensure that all information is available bilingually, that the website is bilingual and that each concert is presented bilingually with a Gaelic-speaking fear/bean an taighe at each event. (BnG)	As usual, Gaelic was used as extensively as possible. We introduced our Gaelic Awareness Initiative at Blas and Gaelic writers took part in some events.	**G**
			To deliver a programme that is aligned to the core aims of Blas (HC)	The 2011 programme involved many young people, Gaelic language and international artists. Innovative events including the Fèis Spè event at the top of Cairngorm, an event at Inverness Airport and a new commission from Julie Fowlis – 'Heisgeir'.	**G**
			To deliver a festival that is inclusive and will appeal to a wide cross-section of age groups and cultural	Although we do not collect specific data on this particular aspect of the festival, Blas has regularly	**G**

			backgrounds (HC)	appealed to a wide audience as demonstrated in the questionnaire feedback. We expect to have been the case again in 2011.	
			To maintain excellent artistic standards and high standards of customer and stakeholder care (HC)	Audience feedback was sought on this and we ensured that funders and guests were looked after with complimentary tickets etc, as usual.	**G**

Action Required

Board members are asked to note the progress with our programme of work and discuss any issues arising from the report.

Arthur Cormack
CEO
September 2011

Fèisean nan Gàidheal

Blas 2011

Agenda Item: 3.2011.02(b)

Reason for Paper

To update Board members on the outcome of Blas 2011

Background

Board members will be aware that Blas 2011 takes place between 9 and 17 September. A verbal update will be given to members on the success of the festival and a fuller report will be compiled for the December meeting of the Board once statistics and budgets have been finalised.

Action Required

Board members will be asked to note the information in the verbal update.

Arthur Cormack
CEO
September 2011

Fèisean nan Gàidheal

Drama Projects 2011-12: Update

Agenda Item: 3.2011.02(c)

Reason for Paper

To update Board members following the earlier presentation of Gaelic drama work in schools.

Background

Dougie Beck, Drama Officer, gave a presentation to the Board in May 2011.

Following this paper is a timetable which details the drama projects that will be taking place in schools over the coming months.

Action Required

Board members are asked to note progress and offer discuss any points they wish to raise.

Calum A Macmillan
Development Manager
September 2011

Aug	Sept	Oct	Nov	Dec	Jan	Feb
1	1	1	1 U&B GLPS S&L	1 Panto	1	1 L&H A&L GM
2	2	2	2 U&B GLPS S&L	2 Panto	2 Holidays	2 L&H A&L GM
3	3	3 U&B S&L	3 U&B GLPS S&L	3	3 Holidays	3 L&H A&L GM
4	4	4 U&B S&L	4 U&B GLPS	4	4 Holidays	4
5	5 GLPS S&L	5 U&B S&L	5	5 GLPS S&L	5 Holidays	5
6	6 GLPS S&L	6 U&B S&L	6	6 GLPS S&L	6 Holidays	6 L&H A&L
7	7 GLPS S&L	7 U&B	7 U&B EM	7 GLPS S&L	7	7 L&H A&L
8	8 GLPS S&L	8	8 U&B EM	8 GLPS S&L	8	8 L&H A&L
9	9 GLPS	9	9 U&B EM	9 GLPS	9 GM	9 L&H A&L
10	10	10 U&B Holidays	10 U&B EM	10	10 GM	10 L&H A&L
11	11	11 U&B Holidays	11 U&B EM	11	11 GM	11
12	12	12 U&B Holidays	12	12 Panto	12 GM	12
13	13	13 U&B Holidays	13	13 Panto	13 GM	13 L&H A&L GM
14	14	14 U&B Holidays	14 U&B EM	14 Panto	14	14 L&H A&L GM
15	15	15	15 U&B EM	15 Panto	15	15 L&H A&L GM
16	16	16	16 U&B EM	16 Panto	16 L&H A&L GM	16 L&H A&L GM
17	17	17 U&B Holidays	17 U&B EM	17	17 L&H A&L GM	17 L&H A&L GM
18	18	18 U&B Holidays	18 U&B EM	18	18 L&H A&L GM	18
19	19	19 U&B Holidays	19	19	19 L&H A&L GM	19
20	20	20 U&B Holidays	20	20	20 L&H A&L GM	20 L&H A&L
21	21	21 U&B Holidays	21 U&B GLPS	21	21	21 L&H A&L
22 GLPS	22	22	22 U&B GLPS	22	22	22 L&H A&L
23 GLPS	23	23	23 U&B GLPS	23	23 L&H A&L GM	23 L&H A&L
24 GLPS	24	24 U&B EM	24 U&B GLPS	24	24 L&H A&L GM	24 L&H A&L
25 GLPS	25	25 U&B EM	25 U&B GLPS	25	25 L&H A&L GM	25
26 GLPS	26 GLPS	26 U&B EM	26	26 Holidays	26 L&H A&L GM	26
27	27 GLPS	27 U&B EM	27	27 Holidays	27 L&H A&L GM	27 L&H A&L
28	28 GLPS	28 U&B EM	28 Panto	28 Holidays	28	28 L&H A&L
29	29 GLPS	29	29 Panto	29 Holidays	29	29 L&H A&L
30	30 GLPS	30	30 Panto	30 Holidays	30 L&H A&L GM	
31		31 U&B GLPS S&L		31	31 L&H A&L GM	

A series of 5 x 90 minute GLPS themed workshops in 10 Highland Schools led by Dougie Beck
A series of 8 drama skills workshops in Gaelic medium schools in Skye and Lochalsh led by Angus Macleod (four dates to be confirmed
A series of 8 drama skills workshops in Gaelic medium schools in Uist and Barra led by Debbie Mackay
Touring a bilingual play to English medium schools in Arran, Kintyre and Fyneside.
Annual Pantomime tour across communities where Gaelic medium tuition is offered.
A series of 8 drama skills workshops in Gaelic medium schools in Lewis and Harris led by Debbie Mackay
A series of 8 drama skills workshops in Gaelic medium schools in Lochaber and Argyll led by Dougie Beck
Annual Meanbh-Chuileag Tour of Gaelic medium schools

Fèisean nan Gàidheal

Confirmation of Creative Scotland Investment 2012-15

Agenda Item: 3.2011.02(d)

Reason for Paper
To update Board members on the outcome of the review by Creative Scotland of its Foundation Organisations.

Background
Board members will recall that we made two submissions to Creative Scotland during the review of its Foundation funded clients. The outcome of that review is now known.

Investment 2012-15
Following a further meeting with officers in Inverness on Monday 23 May, an additional paper was prepared and submitted to Creative Scotland.

On 28 June we received the following letter from Venu Dhupa, Head of Creative Development at Creative Scotland letting us know the outcome of the review.

As you will see, the result of the review was favourable for Fèisean nan Gàidheal and the consolidation of the funding for our Grants Scheme for Fèisean is very welcome indeed.

I have written to Venu Dhupa welcoming the ongoing Creative Scotland investment from 2012.

Action Required
Board members are asked to note the information.

Arthur Cormack
CEO
September 2011

Arthur Cormack
Chief Executive
Feisean nan Gaidheal
Meall House
Portree
ISLE OF SKYE
IV51 9BZ

28 June 2011

Dear Arthur

Review of Foundation Organisations

On behalf of the Board of Creative Scotland, I would like to thank you for your input to our review of Foundation Organisations. The review has been carried out to provide a basis for the future investment of the £18.2 Million which sits at the heart of our investment programmes and represents over 50% of our core funding from the Scottish Government.

The review has been carried out within the context of a challenging financial environment and, whilst we have been fortunate to benefit from a good settlement from the Scottish Government in 2011/12, we are aware that future years may present challenges. It is for this reason that we have been keen to emphasise the strength of our Foundation programme and to understand the contribution that organisations are making to the aspirations and objectives of Creative Scotland.

The review has been thorough, with over 150 hours of face-to-face conversations, and we are grateful for the time and thought that you have contributed to the process. Our evaluation shows that the process has been welcomed by the vast majority of organisations and we have learnt a great deal more about your ambitions and challenges and about where your work fits within the broader cultural ecology of Scotland.

The outcome of the review will see us maintaining existing investment levels for the majority of organisations that are performing well. We will provide modest uplifts or consolidation of project funding for a small number of organisations and, in some cases, we will return to look at our future investment levels following the completion of sectoral reviews in theatre and youth arts. In some cases we have decided to transfer organisations out of the Foundation programme, either with protected levels of investment, or transition funds to allow for restructuring.

Continues overleaf

We will want our Foundation Programme to work hard in delivering our objectives and we have decided that some previous Foundation organisations will be better suited to a different investment approach. We are trying to remove the sense of any hierarchy in funding. In the long term, as we replace the flexible funding programme with strategic commissioning, we aim to deliver a coherent and balanced portfolio of cultural organisations whilst allowing space for new talent and organisations to emerge.

The Board of Creative Scotland met on 24 June to take decisions regarding the financial allocations to those Foundation Organisations that have completed Phase 3 of the review. In the case of Feisean nan Gaidheal I am pleased to let you know that instead of applying each year for the sum of £100,000 this review has allowed us to consolidate this into your agreement for the period April 2012 to March 2015. This is the largest single uplift in our Foundation portfolio and rewards good practice in the organisation and is an uplift of circa 40% to your current allocation. This will be linked to key activity and progress and may also involve milestones in your future agreement. Your Lead Officer will be in touch in the near future to begin discussions towards an agreement.

May we take this opportunity to congratulate you on your performance within the review.

Best wishes.

Yours sincerely

Venu Dhupa
Director of Creative Development

The financial offer contained in this letter is subject to Creative Scotland's own annual settlements from the Scottish Government. For the purposes of this offer Creative Scotland has assumed a standstill in its own settlement. Should corrective action need to be taken as a result of a less favourable settlement to Creative Scotland we will inform you within 1 month of notification to us.

Fèisean nan Gàidheal

Highlands & Islands Enterprise Investment 2012-15

Agenda Item: 3.2011.02(e)

Reason for Paper

To provide information for Board members on discussions with HIE about funding from 2012 onwards.

Background

Board members will be aware that our current contract with Highlands & Islands Enterprise comes to an end in March 2012.

Investment 2012-15

The Development Manager and I met with Ann Marie Reid at HIE on 28 July to discuss whether HIE would continue to invest in our work following the end of our current contract.

Ann Marie and her colleague Neil Ross are keen to make a recommendation to HIE's Management Group that they continue to invest in our work. While there could be no guarantee at this stage, it was agreed that we should prepare a paper for submission to Ann Marie in the first instance, outlining our plans for 2012-15 and some budget scenarios based on a reduced investment from HIE.

The following paper has been submitted to HIE and we await further discussions with the hope that, if HIE is to continue investing in our work, we would know the outcome by early 2012.

Action Required

Board members are asked to note the information.

Arthur Cormack
CEO
September 2011

Fèisean nan Gàidheal

Background information on 2012-15 plans for further discussion with Highlands & Islands Enterprise

1 Background to Fèisean nan Gàidheal

From a base in the Highlands & Islands, Fèisean nan Gàidheal – and the Fèis movement - has become an important part of the fabric of Scottish cultural life. It is an example of what can be achieved by sustained investment in grassroots activity run largely by volunteers, with appropriate professional assistance from a supportive development body. As evidenced in several independent research projects, Fèisean nan Gàidheal is highly regarded as an example of good practice in the development of traditional music, Gaelic song, Gaelic drama, traditional dance and Gaelic language.

Fèisean nan Gàidheal was established in 1991, and support of local Fèisean remains at the core of the organisation's activities. Investment in Fèisean nan Gàidheal should be regarded as investment in the cultural activities of at least 45 communities across Scotland.

As a social enterprise, Fèisean nan Gàidheal's range of functions has expanded over the past few years to enable it to offer key services that are at the heart of traditional music and Gaelic language development in Scotland on a contract delivery model. This growth has been made possible through the invaluable support of Fèis volunteers in communities the length and breadth of the country, a committed team of staff and the building up of successful partnerships with key agencies including the Scottish Arts Council and Creative Scotland, Highlands & Islands Enterprise, Bòrd na Gàidhlig, The Highland Council, Comhairle nan Eilean Siar and Argyll & Bute Council.

The social, educational, linguistic and economic impact of the work of Fèisean nan Gàidheal and the network of Fèisean has been more widely recognised in the last decade, with research demonstrating positive impacts in terms of individual and community confidence, skills development, job creation and equality of access. These have been well articulated in various studies, including their role in strengthening communities.

Fèisean now employ hundreds of musicians and singers on a regular basis to teach in the community and in schools. Fèisean have played a key part in producing a large number of excellent performers and players, some of whom are now in the top flight of Scottish musicians, making their living from performing and teaching Scottish traditional music and Gaelic song across the globe and producing content that helps to fill the schedules of radio and television programmes as well as contributing to the earnings of recording studios and record companies. Fèisean also play an important part in supporting the Gaelic language skills of young people, and engendering positive attitudes towards the language among participants, with many having gone on to fluency in Gaelic. The current sense of vibrancy in both the traditional music scene and Gaelic language development in Scotland is, in no small measure, due to the success of the Fèis movement.

Fèisean nan Gàidheal directly employs 16 people (14.6 FTEs) and according to the 2010 Steve Westbrook *Economic and Social Impacts of the Fèisean*, commissioned by HIE, the total employment generated directly and indirectly by the Fèisean, equated to around 60 FTEs, contributing over £2m to the economy.

That report pointed to Fèisean nan Gàidheal as being at the forefront of Gaelic arts development, with research having shown that participation not only increases skills in young people but also self-esteem and a sense of identity. At a time of economic uncertainty we believe that it is important for people to continue their involvement in recreation and things that will raise their spirits. Volunteers have often reported gaining transferable skills from having been involved in organising and running Fèisean.

The Scottish Government Economic Strategy identifies five challenges facing Scotland. The principal ways in which the Fèis movement contributes to the Government's Economic Strategy are through:

- Generating output of well over £2 million per year. The individual Fèisean spent £1.1 million in 2008 and Fèisean nan Gàidheal's turnover in 2008-09 was £1.4 million.
- Equipping young people with the skills and practical experience to take up careers in the creative industries, one of Scotland's target sectors for growth in output, productivity, and exports.
- Increasing participation in the labour force through providing full and part time work opportunities, often in areas with limited employment options.

- Improving equity across Scotland through the quality of work and tuition in remote and rural communities, with a relatively high impact in fragile areas within the Highlands and Islands.
- Encouraging population retention and growth in small and remote communities through providing social activities (especially for young people), social and cultural interaction, and a greater understanding of the Gaelic and cultural heritage of people's home areas. Return visits by tutors, performers, and family members during Fèisean weeks and for related special events encourage the retention of links and future return migration, as evidenced in various studies.

Recent research by the Scottish Government, in the Household Survey, shows that participation in events like Fèisean is at a similar or higher level in Scotland to Opera or Ballet. Given the disparity in the investment in the traditional arts as opposed to the National Companies, this is an impressive finding and reconfirms a survey carried out by NFO/System 3 for The Herald which showed that people in Scotland would rather that traditional music was supported from the public purse by a far bigger percentage than the other forms of music put together. It showed that, nationally, 31% of people in Scotland felt that traditional music should be publicly funded, compared to only 4% for classical music and 2% for opera. In the Highlands & Islands, support for traditional music rose to 57%, with 4% for classical, and 3% for opera.

Our work contributes considerably to the creative industries and we currently offer tuition, participation and entertainment in Gaelic arts to around 32,000 people each year. The map at Annex 1 shows the areas where activities are organised by Fèisean nan Gàidheal and our Fèisean but does not take into account the actual number of activities. For example, each Fèis generates multiple tuition opportunities as well as performances. YMI in Highland equates to 16 sessions in each school, and so on.

The aim of Fèisean nan Gàidheal is to support opportunities for new generations to access Gaelic language and cultural skills development in communities across Scotland, as an important part of our nation's vibrant and inclusive cultural identity. Our objectives are to:

1. Provide support to strengthen the work of community led Fèisean across Scotland, promoting equality of access, safe working practices and community cohesion.
2. Provide support across the Fèis movement to support the learning and usage of the Gaelic language, and to work with partners in the delivery of the National Plan for Gaelic.
3. To work in partnership with the statutory education sector to provide Scotland's young people with greater access to Gaelic language and culture as an important part of personal skills development, cultural identity and citizenship.
4. To work within the context of local and national policies to assist partners in the delivery of high quality public services, through contracts and service level agreements.
5. To develop and support training opportunities within the Fèis movement in support of personal skills development and the strengthening of Scotland's cultural infrastructure.
6. To act as an advocate for the Fèis movement, Gaelic language and culture and Scottish cultural identity by creating and maintaining links between Fèisean, other organisations and international partners.

2 Highlands & Islands Enterprise Objectives

Fèisean nan Gàidheal believes it delivers substantially on HIE's objectives, and can do so into the future. Our current contract comes to an end in March 2012 and we are providing this document to provide the basis for further discussion with a view to securing continued investment from April 2012.

In preparing a previous bid to HIE, we articulated how Fèisean nan Gàidheal's work contributes to the Scottish Government's National Outcomes and its Economic Strategy and we would be happy to revisit this if useful in making the case to HIE for further investment from 2012 onwards.

2.1 Supporting businesses and social enterprises to shape and realise their growth aspirations

Investing in Fèisean nan Gàidheal is an investment in 45 separate organisations, 37 of which are established in the HIE area of which we are in Fragile Areas.

Many former Fèis participants are involved now as teachers within the Fèisean, and outwith. Many of them are self-employed in small businesses, making all or part of their living from a combination of playing and teaching. There is evidence that young people have returned to the Highlands & Islands to work in traditional music and Gaelic language because of the supportive environment and the opportunities afforded by Fèisean nan Gàidheal and its work – including Blas and YMI.

The success of the Fèisean has resulted in career pathways in traditional music having been established

including the BA Scottish Music Course at the Royal Conservatoire of Scotland (formerly RSAMD) and the National Centre of Excellence in Traditional Music at Plockton High School. Neither of those institutions would have been sustained without the involvement of Fèis participants, either as students or tutors.

Fèisean nan Gàidheal itself, generating around £2m for the economy, is a social enterprise. Around 1/3 of our income is raised as a result of delivering third party contracts and this could grow once the economic climate becomes more favourable.

2.2 Strengthening communities and fragile areas

23 of the Fèisean are in Fragile Areas. The current Fèisean in the HIE area are shown below:

Fèis Name	HIE Fragile
Fèis an Earraich	√
Fèis Lochabair	
Fèis nan Garbh Chrìochan	√
Fèis Chataibh	
Fèis a' Bhealaich	√
Fèis Rois Òigridh	√
Fèis Rois nan Deugairean	√
Fèis Eige	√
Feis Ghallaibh	√
Fèis Farr	
Fèis na h-Òige	
Fèis Air an Oir	√
Feis Ghleann Albainn	
Fèis Ratharsaidh	√
Fèis a' Bhaile	
Fèis Òigridh na Mara	√
Fèis Inbhir Narann	
Fèis Spè	
Fèis an Iar Thuath	√
Fèis Thròdairnis	√
Fèis a' Chaolais	
Fèis Tìr a' Mhurain	√
Fèis Eilean an Fhraoich	
Fèis Tìr an Eòrna	√
Fèis Bharraigh	√
Fèis Eilean na Hearadh	√
Fèis an Rubha	
Fèis Taigh Dhonnchaidh	√
Fèis Cholla	√
Fèis Latharna	
Fèis Mhuile	√
Fèis Thiriodh	√
Fèis Ìle agus Dhùira	√
Fèis Dhùn Omhain	√
Fèis Cheann Loch Goibhle	
Fèis Arainn	
Fèis Mhoireibh	√
TOTAL HIE	**23**

Our work is geared towards supporting the Fèisean, including those in the fragile areas, with a range of services that would otherwise have to be delivered entirely by volunteers. These are detailed in section 4.

Our training programme equips tutors with the skills required to ensure their teaching is to a high standard and that they can find work, often in small communities. Our training programme for volunteers invests in people in many places who also use the skills gained for the benefit of their community outwith the local Fèis activities.

Blas events bring high quality productions to small venues across the Highlands as well as utilising larger venues that form part of the arts infrastructure.

2.3 Developing key sectors, particularly distinctive regional opportunities

The Gaelic language and culture is one of the most distinctive assets the Highlands & Islands has. The Fèis movement places Gaelic at the heart of all that it does. Our new Gaelic policy will make it an essential skill to gain employment at the Fèisean and this will be supported by training in Gaelic for those tutors, including the utilisation of Ùlpan, where appropriate, supporting another business in which HIE invests.

In the showcase opportunities that we provide for Fèis participants we strive for the best quality production values. Our drama work strives for good quality production within the confines of the relatively limited resources available to us for this area of our programme. Our Gaelic Drama Summer School offers technical skills to participants which will, hopefully, lead to improved quality of productions in the future.

Several elements of our work have been broadcast by the BBC and others, on both television and radio, so our work has to be at a high standard allowing them to maintain production quality.

The Blas Festival draws 45% of its audience from outwith the Highlands and around 8% from overseas. Our Cèilidh Trails provide entertainment for tourists at the same time as providing employment to some of our best young musicians. This work provides income to the tourism sector, as well as to the Creative Industries.

The Scottish Government's Economic Strategy identified the Creative Industries as a sector where Scotland has a comparative advantage that can be built upon to increase productivity and growth. HIE has an aim to ensure that the sector will be worth 7% of the economy of the region. Given that the majority of Fèisean nan Gàidheal's work is, one way or another, contributing to the Creative Industries, the £2m+ that we generate annually has the potential to help HIE reach its target.

We create new musicians, and employ established musicians as teachers, mentors and performers. Musicians play music for fulfilment and the enjoyment of locals and tourists alike, and for the purposes of teaching young people and passing on our traditions. Some produce CDs, hire studios, employ recording engineers and session musicians, use artists' and photographers' works, the work of graphic designers, and CD pressing plants. Music shops gain product to sell, and wealth is created for all those different sectors, and the musicians themselves. Many teach, as at the Fèisean, and this forms part of their income contributing to the ability, for some, to make a full-time living in the cultural sector. Venues benefit from our work where artists are booked, promoters paid, graphic designers engaged, adverts placed in newspapers, sound engineers employed and is income generated from ticket sales.

While the bulk of Fèisean nan Gàidheal's work is geared towards initial access to, and participation, in Gaelic cultural activities we have a track record of investing further in the more talented youngsters and giving them very high quality performance opportunities which enhance their interest in their culture and language. Examples of this in the past year include participation in the iTrad television series for BBC ALBA, and the participation by four young Fèis musicians in a live BBC1 broadcast as part of an ensemble in the National Lottery Awards programme.

Previous examples include the commissioning of new music – *Dealbh Dùthcha* - and the creation of an ensemble of around 30 young musicians who were Scotland's only contribution to the 2008 Liverpool European Capital of Culture celebrations.

Former Fèis participants play in many bands that sustain the programmes of many festivals across the HIE area, the rest of the country and abroad.

Through the Blas Festival new work is commissioned annually and showcased outwith the festival on BBC ALBA and at festivals like Celtic Connections. Blas also makes good use of two important Highland networks – the Fèisean and the Promoters Arts Network.

Our work helps deliver many of the areas in the HIE Creative Industries Strategy since we achieve public/private sector partnerships, are involved in Showcasing, Development and Skills maintenance.

Local food and drink, another of the assets of the Highlands & Islands, has found an increasing presence at the annual Blas Festival run by Fèisean nan Gàidheal. This enhances the audience experience and gives food and drink specialists an extra outlet through which to promote their produce.

The Blas education programme brings quality artists into schools, either for performances that build up future audiences, or for workshops that give them a participative experience. Our Meanbh-chuileag theatre-in-education work provides young school pupils with a valuable Gaelic drama experience in a relaxed and flexible learning environment. They work closely with schools on the subject matter of the plays they produce. Our Gaelic Drama Summer School provides young adults with the opportunity for creativity, expression and communication leading to increased self-belief and confidence, culminating in a final performance in front of a large audience.

3 Fèisean nan Gàidheal SWOT Analysis

Strengths
- Clear development plans underpinning the work of the organisation, with the ability to offer good leverage to organisations who invest in us, making a contribution to Scotland's economy generally and the Highlands & Islands economy in particular
- Ability to earn income through selling services and a strong record of delivering projects successfully
- Low staff turnover results is a core team offering quality services and good value for money
- Sound governance and financial management in place with a Board of Directors representative of Fèisean
- Innovative ways in which we support the Fèis infrastructure, creating opportunities for Fèis participants
- Our work supports employment in the creative industries, often in fragile communities
- Strong volunteer involvement in local Fèisean and membership consulted on all major issues
- An open approach to working cooperatively with other organisations
- Advocacy work has resulted in good relationships with government and local authorities

Weaknesses
- Fèisean are geographically very widespread, making delivery of our services difficult at times
- Some signs of volunteer fatigue in local Fèis committees
- Disparate nature of Fèisean leads to communication difficulties in some cases
- Travel to and from our base is relatively expensive and time consuming
- Lack of significant private sector investment in the Fèis movement
- Tension between striving to deliver services to Fèisean and delivering strategic projects to earn income
- Decreased level of awareness of the Fèis movement outwith the 'traditional' areas
- Slightly depleted workforce due to the need to make savings in order to protect services

Opportunities
- Positive profile of the Fèis movement and its contribution to artistic and cultural life in Scotland
- Ability to make further contributions to the Highlands and Island's economy through job retention
- Enhanced support from Creative Scotland confirmed for 2012-15
- Potential to earn income by providing services to other organisations
- Use of technology to cut down on staff travel time and expense
- Ability to help in delivering commitments in HIE's Gaelic Language Plan and, more generally, the National Plan for Gaelic
- Widespread cross-party support from MSPs and local politicians for the work of the Fèisean
- Expansion and inclusion of Fèisean in 'non-traditional' Fèis areas with enhanced support

Threats
- Current financial climate and cuts in funding affecting ability to deliver our programme, leading to possible job losses and diminution of economic impact
- Possible reduction in sums available from some regular investors
- Failure to fully support the Fèisean leading to fatigue and decrease in activities
- Risk of taking on too many projects to earn income in order to sustain our programme in the current financial climate
- Some of our activities under-funded, leading to staff time being expended on additional fund-raising

4 Planned Programme of Activities 2012-15

Support for the network of Fèisean across Scotland remains our top priority, particularly in trying economic times. But we will also strive to work with a range of organisations to deliver our aims and objectives, and those of partner organisations, to more communities. The following is our planned programme of activities:

4.1 SERVICE DELIVERY

Fèisean nan Gàidheal exists primarily to provide support for local Fèisean the length and breadth of Scotland. Over the years, we have built up an impressive array of support services which are our fundamental delivery mechanisms, forming the backbone of our daily work. These include:

4.1.1 Funding through a grants scheme: Fèisean nan Gàidheal will aim to continue to operate a Grants Scheme for Fèisean, focusing primarily on support for main Fèis and year-round classes activities.

4.1.2 Fèis Development Fund: Fèisean have proved over many years to be innovative and forward-looking, and our Fèis Development Fund has been an extremely useful and valuable mechanism for supporting innovation, with modest sums of support from Fèisean nan Gàidheal often levering in substantial additional investment to local communities.

4.1.3 Help with the establishment of new Fèisean: Community groups from across Scotland approach Fèisean nan Gàidheal regularly with the aim of establishing a Fèis in their area. Applications for membership are considered by the Board of Fèisean nan Gàidheal to ensure that these community groups fulfil the required criteria. Fèisean nan Gàidheal staff will continue to provide support to communities keen to establish a Fèis in their area, if they fulfil our membership requirements.

4.1.4 Training for Tutors and Organisers: Fèisean nan Gàidheal will continue to offer training to Fèis organisers, tutors and staff through our well-established programme. Our annual programme covers the provision of a wide range of skills for volunteers including fund-raising, child protection, Gaelic language, first aid, governance and computer skills training. For tutors we have well-established training courses covering teaching techniques, lesson planning, the use of Gaelic and identifying teaching resources.

4.1.5 Development Officers: At the core of our organisation is a dedicated team of people who support Fèisean. Fèisean will continue to benefit from one-to-one attention from a Lead Officer - a member of our development team designated to look after each Fèis.

4.1.6 Musical Instrument Bank: Fèisean nan Gàidheal's Musical Instrument bank is well used and demand regularly outstrips the supply of available instruments. Fèisean nan Gàidheal will continue to make instruments available to Fèisean rent-free and allow access to individuals via low rental charges.

4.1.7 Child and vulnerable adult protection: Fèisean nan Gàidheal treats the safety and well being of all people with which it works as paramount and has, for a number of years, offered a central disclosure checking service at no cost to the Fèisean.

4.1.8 Newsletters: We will continue to produce regular newsletters, distributed electronically. We will also provide a news service for Fèisean wishing to publicise events and release Fèisean nan Gàidheal news to the media. We will make greater use of Facebook, Twitter and YouTube to distribute news and outcomes of our programme.

4.1.9 Insurance: Fèisean nan Gàidheal will continue to provide insurance to all Fèisean covering their essential needs, as part of their membership fee. This represents a considerable saving to local Fèisean as well as their having the reassurance that they are covered at all times.

4.1.10 Advocacy, Lobbying and Publicity: A feature of Fèisean nan Gàidheal's work over the years has been advocating for better support for traditional music and the Gaelic language. Our team will continue to take an active role in these areas of interest in the coming years.

4.2 NEW DEVELOPMENTS

Fèisean nan Gàidheal and local Fèisean have, for many years, been at the forefront of a great many of the developments now accepted within traditional arts and Gaelic developments. Fèisean nan Gàidheal has proposals for several new initiatives.

4.2.1 Gaelic Drama Development: Fèisean nan Gàidheal is involved in a range of Gaelic drama developments, which are essential in the support of new generations of Gaelic speakers. This programme covers an annual Sgoil Shamhraidh Dhràma which imparts skills in acting and technical skills; touring by Meanbh-Chuileag, our in-house theatre-in-education company; and locally-based drama Fèisean where young people are encouraged to write and perform their own material in Gaelic.

We would like to explore a drama school for adult learners in partnership with Sabhal Mòr Ostaig. We would also like to support the growth of Community Gaelic Drama because of the opportunities it presents for the use of the language and intergenerational transmission. The network of *Iomairtean Gàidhlig* established by Comunn na Gàidhlig provides a vehicle for this development and we will aim to work in partnership with them on this, and other, initiatives.

4.2.2 Volunteer and Tutor Skills Development: Although we will continue to offer the training outlined in 4.1.4, we will also explore new ways of providing suitable training, and development existing courses as appropriate. Fèisean nan Gàidheal is best placed to provide some of this training, particularly for the Fèis organisers, but we engage external trainers as and when required in response to training needs identified.

4.2.3 Revised Gaelic Language Policy and implementation: Fèisean nan Gàidheal has a clear role in supporting the next generation of Gaelic speakers. In response to the National Plan for Gaelic, and more recent national initiatives, we have a strengthened Gaelic Language Policy to ensure better progress, encourage more tutors and volunteers to use Gaelic and generally encourage more community based Gaelic-speaking environments.

We will assist all Fèisean in the implementation of our revised Gaelic Language Policy, which will see the introduction of a system where every tutor teaching at a Fèis, as a minimum, pledges to use some Gaelic and increases their knowledge of Gaelic. We will strive to increase the number of events held through the medium of Gaelic, through the continued development of Gaelic medium Fèisean for teenagers and family activities in Gaelic. In relation to young people, we are looking to incentivise their use of Gaelic and encourage more use through the continuing work of the Sgioba-G.

4.2.4 National and International Showcasing: The Fèisean have proved to be more than capable of producing excellent showcases over the years. We would like to work in partnership with Creative Scotland, the Scottish Government, the British Council, and others, to explore possibilities for participation in Scotland Week and other international festivals, showcasing our unique Gaelic culture to wider audiences and at home and abroad.

4.2.5 New Gaelic song-writing and performance opportunities: One of the weaknesses, in an otherwise vibrant Gaelic culture, is the lack of new song-writing and there is a need to foster this area of work. This is particularly the case in contemporary genres, where "normalisation" amongst younger people is required. We intend to engage those who are renowned writers of Gaelic songs and pair them with young people, and adults, to encourage more people to learn the craft of song writing in a range of genres. These new songs will be made available via new media, alongside the traditional formats such as books and CDs.

4.2.6 New Gaelic scriptwriting and performance opportunities: The last few years have seen a dramatic decline in the fortunes of Gaelic drama, at both the community and professional level. In order for new generations of Gaelic speakers to be engaged in this essential part of the language community, the material available to them has to reflect changes in society and tastes. We will work with partners to create opportunities for scriptwriters to develop their skills, to offer more performance opportunities and to make scripts available online for the benefit of community groups and schools.

4.2.7 Family Fèisean: There are many barriers to adults using Gaelic with their children and many parents feel self conscious about their own perceived lack of language skills. Given the importance of intergenerational transmission there is an opportunity, through Fèis activities, to engage parents with their children in activities where the language is used. This may help break down the barriers that exist and foster situations where Gaelic is used naturally between parent and child, at the same time as engaging them in musical activities.

We aim to establish family Fèisean, where both young people and other family members can undertake a range of Gaelic cultural activities through the medium of Gaelic. We would envisage the existing Fèis

being the catalyst, with the wider community being engaged to run a range of additional activities (e.g. Ùlpan classes, nature walks etc) and events for adults to participate in. Evening events would be designed to allow both adults and young people to take part together.

4.2.8 Archiving Project: Our Archiving Project has had proven successes in encouraging intergenerational transmission of Gaelic at the same time as collecting, and making available, valuable aspects of local cultures which Fèisean can use into the future. The project involves young people in collecting folklore materials from people in their own communities, utilising technical skills such as recording and the subsequent digitising and publishing of materials hitherto unrecorded.

They also make use of their Gaelic skills, interviewing people, and then transcribing the materials collected. This type of activity is appealing to teenagers particularly, and offers the opportunity to have local materials collected for use by both the local and wider Fèis movement. The material could also be made more widely available via media such as local radio and online.

4.2.9 Inter-Fèis Activities: We continue to encourage and assist Fèisean to work together, to ensure that young people from across the country have the opportunity to interact with their peers. This may take the form of joint performances, joint masterclasses or joint training initiatives. There will also be the opportunity for Fèis organisers to interact, and learn from one another, through a programme of Fèis visits to shadow other organisers and share experiences.

4.2.10 Gaelic Hubs: Fèisean nan Gàidheal is very supportive of the idea of establishing a network of Gaelic Hubs – or Mòr-Ionadan - across the country, whereby Gaelic language organisations would be work in the same building, sharing resources as far as possible. Our vision for the hub would include social spaces such as a performance and workshop area, plus a café which would be available for the wider community to frequent and use Gaelic on a daily basis. We have been keen to be involved in the development of cultural centres based on the Irish *Cultarlann* model and the hub approach could be an excellent way forward. The creation of such significant capital assets can only be done in partnership with other organisations, but Fèisean nan Gàidheal is committed to playing its part in this development and carrying out some of the feasibility work where appropriate.

4.3 PARTNERSHIP CONTRACTS

Fèisean nan Gàidheal has proved itself effective at working in partnership with other bodies and agencies and, as a social enterprise, we need to demonstrate the potential to earn money from delivering contracts for others. We will aim to foster further links with public bodies and other agencies to assist in the delivery of high quality public services that are in line with our own aims and objectives.

4.3.1 Blas Festival: The Blas Festival has been a very successful partnership between the Highland Council, the Promoters Arts Network and Fèisean nan Gàidheal. The festival aims to give an authentic taste of the Highlands to locals and visitors alike and has seen significant growth in recent years, to the point where it is now a significant date in the Scottish cultural calendar. As with all Fèisean nan Gàidheal projects, Gaelic language and youth are to the fore, making this a truly unique festival both within Scotland and internationally.

We aim to grow the festival in terms increasing the audience, box office income and reputation internationally. With support from national agencies such as EventScotland we want to raise the number of visitors coming to the festival from outwith Scotland.

4.3.2 Youth Music Initiative: Fèisean nan Gàidheal has an ongoing contract with the Highland Council to deliver traditional music classes in all its primary schools. We have worked in a smaller way with other local authorities and there is scope for Fèisean nan Gàidheal to be an even bigger provider of traditional music classes through YMI, particularly in areas where Gaelic medium work would be welcomed.

It is to be hoped that the Youth Music Initiative will continue into the future, and Fèisean nan Gàidheal would welcome more work of this kind within other local authorities. This is an area where perhaps Creative Scotland could play some kind of brokerage role.

4.3.3 Gaelic Performing Arts Service for Public Bodies and Local Authorities: Within the National Gaelic Arts Strategy a need is identified for a Performing Arts Service that would be utilised by local

authorities and public bodies. Given the experience Fèisean nan Gàidheal has through work on projects such as An Gealladh Mòr in 2007, Meanbh-Chuileag and our Youth Music Initiative contracts, we are well positioned to develop this further in partnership with other agencies and potential providers. There is also scope to work with local authorities and public bodies such as Stòrlann Nàiseanta na Gàidhlig and Learning Teaching Scotland (LTS), to enhance educational experiences for Gaelic medium pupils and those learning the language in Scottish schools. It is clear that our work is already capable of delivering the learning outcomes required of the new Curriculum for Excellence.

4.3.4 Fèis Academy: Fèisean nan Gàidheal signed a Memorandum of Understanding with the University of the Highlands & Islands, Sabhal Mòr Ostaig and the RSAMD in early 2008 to work up proposals for a Fèis Academy. Some initial work has been done on this and it is an idea with a lot of potential. This would require a new partnership approach to further developing the work of the Fèisean and those other institutions. Initial plans have been drawn up and will require further discussion with partners, but this is an area for development which deserves to be fully explored.

The following table indicates which of Creative Scotland's objectives the above areas of work will help deliver.

Fèisean nan Gàidheal Plans	**Contribution to HIE Objectives**		
SERVICE DELIVERY	Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities
Funding through a grants scheme	√	√	√
Fèis Development Fund	√	√	√
Help with the establishment of new Fèisean	√	√	√
Training for Tutors and Organisers	√	√	√
Lead Officers offering services to individual Fèisean		√	
Musical Instrument Bank	√		√
Child and vulnerable adult protection		√	
Gaelic Language Policy and implementation	√	√	√
Newsletters	√		√
Insurance	√	√	
Advocacy, Lobbying and Publicity	√	√	√
NEW DEVELOPMENTS			
Gaelic Drama Development	√	√	√
Volunteer and Tutor Skills Development	√	√	√
Gaelic Language Support	√	√	√
National and International Showcasing	√		√
New Gaelic song writing and performance opportunities	√	√	√
New Gaelic script writing and performance opportunities	√	√	√
Family Fèisean	√	√	√
Archiving Projects	√	√	√
Inter-Fèis Activities	√	√	√
Gaelic Hubs	√	√	√
PARTNERSHIP CONTRACTS & PROJECTS			
Blas Festival	√	√	√
Youth Music Initiative	√	√	√
Gaelic Arts Service for Public Bodies and Authorities	√	√	√
Fèis Academy	√	√	√

5 Budget considerations for 2012-15

The importance of the leverage our HIE funding has given us in attracting funds from other bodies should not be underestimated, and it is this sustained investment from HIE, Creative Scotland and The Highland Council

that has enabled our success. In most cases, as a consequence of being able to commit some funds to a project, we have been able to make projects happen and attract additional funds for them with all the economic benefits those projects have brought. In the past few years, HIE's funding has accounted for an average of 11% of our budget. This means that, for every £1 invested by HIE, at least another £8 is invested in our work by others and through earned income. In terms of wider economic benefits the returns are even greater, with each £1 of HIE funding generating at least £12 in the Scottish economy, most of which is generated within the HIE area.

5.1 Proposed Budget

The budget in Annex 1 is based on a presumption that funding from HIE would remain at standstill in 2012-13 at the £170k available to us in 2011-12. Thereafter, we have budgeted for a reduction to £155k and £135k, giving an overall funding package of £460k being sought for the years 2012-15 - a reduction of 15% on the funding available to us during 2009-12.

Our foundation investment from Creative Scotland will be around £352k, and our ability to deliver our full programme of work will be determined by the way in which we use those funds, and HIE's, to lever further investment into the Fèisean and to Fèisean nan Gàidheal itself.

The budget has taken into account all known local authority funding reductions and the likelihood of funding from other sources. We have endeavoured to be as thorough and realistic as possible in our expectations.

5.2 Effect of a 15% reduction in funding from Highlands & Islands Enterprise

While it is demonstrated by our submitted budget that working with a 15% reduction in funding from HIE is possible, even with additional fund-raising Fèisean nan Gàidheal believes that this would probably lead to a reduction in our programme or the loss of at least one FTE post.

Given our imperative to ensure continued financial support for the individual Fèisean, we would probably have to lose a Development Officer in order to maintain the funding we give to Fèisean. This would have a knock-on effect in terms of the funding this officer could raise for additional projects. Our officers regularly raise between £100k and £150k of additional funding for the individual Fèisean they look after which is not shown in our budgets since the Fèisean themselves are the beneficiaries. We have already not replaced a member of staff who left in 2010 in order to cope with impending local authority funding cuts.

Another option, to preserve the support to Fèisean, would be to reduce the number of external contracts we deliver. This would affect our ability to earn money, and management fees, which in turn would make us less attractive to HIE as a social enterprise. We rely on management fees to retain our team of staff and the loss of external contracts may still lead to job losses.

One target might be the Blas Festival, which would free up at least 1.2 FTE. However, there are numerous benefits to Fèisean nan Gàidheal being involved in running Blas, and it is probably the element of our programme that is the biggest single contributor to the economy at up to £700k per annum.

Given the cuts already being implemented by local authorities, a reduction in funding from HIE would have a further impact on our ability to keep our programme of work going at current levels. Most of our projects have an element of HIE funds within them, which we use to lever funds from others. Cutting funding could lead to less activity, less leverage and less value for HIE's investment, both in the number of cultural activities but also in terms of their economic impact.

5.3 Additional investment from Highlands & Islands Enterprise

An increased investment from HIE would allow our staff the freedom to carry out our work without the need to constantly raise funds. We will always have to raise additional funds, but we would be doing so for additional projects leading to even better value for HIE's investment.

As with Blas, mentioned above, another key part of our programme in terms of tourism is the annual Cèilidh Trails. These will be funded, for the last time, in 2012 by the Highland and Argyll LEADER programmes. The LEADER-funded New Routes programme has allowed us to organise joint training, joint marketing and much better promotion of Cèilidh Trail events under a single brand. Post 2012, it is difficult to see how the LEADER funds could be replaced although we have been investigating private sponsorship and trust funds and will continue to do so.

Fèisean nan Gàidheal is ambitious and while we would like to ensure the core of our programme is protected

as much as possible, we would be very happy to take on additional work, creating further employment in the process. We believe we could help Creative Scotland to deliver the recommendations of the Traditional Arts Report and elements of its proposed National Youth Arts Strategy, from a base in the Highlands & Islands. We believe we could assist HIE, Creative Scotland and the local authorities with which we work in the implementation of their Gaelic Language Plans.

Our drama work needs to be developed further and there is potential to develop a Gaelic Arts in Education Service. While education is not a prime concern for HIE, the economic spin-off from a national service being based in the HIE area should be of interest. Additional investment would lead directly to new activities being delivered, more people being employed and the freeing up of current staff time to deliver activities effectively.

To complement the planned activities outlined in Section 4, Fèisean nan Gàidheal would like to advance the following areas in which we could carry out further work. We believe that, in most cases, we would be able to lever funds from other organisations to enable us to carry out the proposed work, offering enhanced value for any HIE investment.

Gaelic Drama
Having lost the only professional Gaelic drama group in Scotland - Tosg - there were elements of work, particularly drama in education, that required to be carried out by another agency and Fèisean nan Gàidheal has done its best to provide a level of service, with piecemeal investment, and would like to put this important aspect of its work on a much firmer footing.

Based on the work we have been doing in previous years and our assessment of demand, we would like to be able to offer the following as a minimum:

(a) **Regular Gaelic Drama Work**: In three areas - Argyll & Lochaber, Skye & Lochalsh and Uist & Barra. This would allow us to build up skills among young people in drama work with weekly sessions over three school terms each year.

(b) **Drama Clubs for Teenagers**: After school drama clubs consisting of 4 workshops over each of 4 terms – 16 in total to expand the skills available among the key teenage age group where there are reasonable numbers to work with. Oban, Skye and Lochaber are suggested.

(c) **Gaelic Pantomime**: Two weeks of touring with a Christmas play, taking in as many Gaelic medium schools as possible on the mainland, through cluster arrangements, and in the Western Isles and Argyll Islands, dependent on funding available.

(d) **Schools Tours with a New Gaelic Play**: 5 weeks of touring taking in all Gaelic schools and units across Scotland with a new play annually that helps deliver learning outcomes in the Curriculum for Excellence.

(e) **Gaelic Drama Summer School**: An annual event, over a fortnight, expanding acting and technical skills, as well as creative writing skills among young people, in partnership with Sabhal Mòr Ostaig and MG Alba.

(f) **Re-establishing Gaelic Drama at Mòds**: Preparatory work in schools in areas that host local mòds, working in partnership with An Comunn Gàidhealach, which could lead to further drama competitors at the annual National Mòd.

(g) **Establishing a National Gaelic Youth Theatre**: In partnership with other providers such as the Royal Conservatoire of Scotland and Sabhal Mòr Ostaig, providing a high quality annual event culminating in new productions.

(h) **Dràma Trail**: Two week training at Sgoil Shamhraidh Dhràma followed by a week-long tour showcasing the writing and performances from the summer school.

In all of the above, we would seek to record performances for viewing on YouTube and on our own website. We would also make scripts available to download from our website, and articulate how this work helps deliver the learning outcomes of the Curriculum for Excellence. We also see links with MG Alba and the Film-G project from work created at the Gaelic Drama Summer School and the proposed National Gaelic Youth Theatre.

Total Investment required	£170,000
Additional Investment required from HIE	**£70,000**

Investment available from other sources:	
Bòrd na Gàidhlig	£45,000
Creative Scotland	£45,000
Fee Income	£10,000

Delivering HIE's Objectives

Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities
√	√	√

Gaelic Arts in Education Service

In addition to drama work, Fèisean nan Gàidheal already offers high quality traditional music tuition to schools across the Highlands through the Youth Music Initiative, delivering a contract for The Highland Council. We would be able to provide similar opportunities to other local authorities and believe that the best vehicle for doing so would be the establishment of a Gaelic Arts in Education Service encompassing music, drama, creative writing and traditional dance, in partnership with our member Fèisean including Fèis Rois.

While we would aim to offer a much-needed service to Gaelic schools and units first and foremost, we would also be able to offer work in English, raising awareness of Gaelic in line with Scottish Government plans for a Scottish Studies strand in all Scottish schools. In this we would aim to work with LTS, offering elements of Scottish studies that deal with arts and creativity encompassing Gaelic, and Scots where appropriate.

We have also been developing creative writing - in drama and songs - and would work in cooperation with Comhairle nan Leabhraichean and local authorities on additional creative writing projects.

To assist public bodies to deliver Gaelic Language Plans, we would also offer a service whereby our staff could take groups round public buildings, using Gaelic, by prior arrangement. This kind of service would be especially important in supporting Gaelic education, offering young people the opportunity to have guided tours of places like Edinburgh Castle, Dynamic Earth, the National Museums and Galleries, Culloden Visitor Centre, Fort George etc. We would ensure that there are associated heritage and arts activities through the medium of their language of education. We have done this in a limited way in the past, but we anticipate a growing market for this kind of activity.

While we would anticipate, through time, that local authorities should buy in services offered from a menu created through the work of Fèisean nan Gàidheal and Fèis Rois that will encompass various arts forms and Gaelic language, we believe that in the short-term there would be a need to offer this service to schools at reasonable cost to build it up and prove its value to schools. With regard to the work with public bodies on Gaelic Language Plan delivery, we would see that as commercial insofar as this element of the service would not be subsidised, and 100% of costs would be recoverable.

While Fèisean nan Gàidheal's focus will be very much on delivering arts activities through the medium of Gaelic, in partnership with Fèis Rois the service would also be available in English to non-Gaelic schools where there is demand. In addition, we are aware of the work already established by Fèis Rois in this area, utilising GLOW and YouTube for instance, and would look to build on that with Gaelic language elements to complement it.

Total Investment required	£80,000
Additional Investment required from HIE	**£40,000**
Investment available from other sources:	
Local authorities and public bodies	£15,000
LTS	£15,000
Fee income from schools and public bodies	£10,000

Delivering HIE's Objectives

Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities
√	√	√

Blas Festival

The annual Blas Festival has been successfully built up to be the major showcase of Gaelic culture in the Highlands.

Our 2009-12 contract with HIE did not include Blas because, at the time it was agreed, HIE was considering a festivals strategy. This never came to fruition, so Blas could be an area where HIE might offer additional support to what would be, for it, a new initiative. This would be consistent with the promotion of culture within tourism, one of HIE's key sectors. While The Highland Council is likely to continue funding Blas at current levels (£73.5k per annum) it is unlikely that we will be able to get their investment back to previous levels (£105k per annum) in the current climate.

Investment from HIE would ensure that the Blas Festival continues to flourish and expand in partnership with other agencies.

While there are a number of very good partnerships in place already and we have, for instance, begun introducing Gaelic writers to Blas events, and food & drink events much more needs to be done to ensure this work is built upon, and we would be very happy to continue collaborating with PAN, Gaelic organisations, local promoters and individual Fèisean.

Total Investment required	£225,000
Additional Investment required from HIE	**£50,000**
Investment available from other sources:	
Highland Council	£73,500
Sponsorship	£15,000
Earned Income	£41,500
Themed Years/Creative Scotland	£20,000
Bòrd na Gàidhlig	£25,000

Delivering HIE's Objectives

Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities
√	√	√

IP Exploitation

Fèisean nan Gàidheal would work in partnership with Fèis Rois on their proposal to deliver an Online Learning Programme. As part of this we would ensure that the officer employed would put in place methods of exploiting all Fèis IP to generate income for the two organisations, and the Fèis movement more generally.

Total Investment required	£30,000
Additional Investment required from HIE	**£15,000**
Investment available from other sources:	
Fèisean nan Gàidheal (in-kind)	£15,000

Links to HIE's Objectives

Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities
√	√	√

Fèis Development

Fèis Spè currently has a full-time Development Officer post covered by two people at present on a job share basis. The post is funded by the Cairngorm National Park but funding will come to an end in June 2012. In order to retain this post, which goes some way to ensuring that Fèis Spè is developed along the lines of the successful models of Fèis Rois and Fèis Bharraigh, it is proposed that Fèisean nan Gàidheal subsumes this post within our staffing establishment from 2012. This would increase our FTE posts by 1 for the officer but the wider economic benefits from the work currently done by the officer would add considerably more than that.

Total Investment required	£40,000
Additional Investment required from HIE	**£20,000**
Investment available from other sources:	
Creative Scotland	£20,000

Links to HIE's Objectives

Supporting businesses and social enterprises to shape and realise their growth aspirations	Strengthening communities and fragile areas	Developing key sectors, particularly distinctive regional opportunities

√	√	√

Through discussion with HIE, if any of the foregoing is of likely to attract additional investment, we would be happy to incorporate the appropriate elements in more detailed budgets, augmenting the information given in Annex 1.

6 Governance Issues

Fèisean nan Gàidheal has a record of good governance that ensures excellent management of resources to the maximum benefit of the Fèis movement and those who invest in it. We have agreed a range of policies, procedures and guidance documents that promote good governance within the organisation and which ensure that the people we work with, and who work for us, are protected. These are as follows and are available on the Fèisean nan Gàidheal web-site www.feisean.org.

Access Policy
Child Protection Policy
Data Protection Policy
Gaelic Language Policy
Taking Photographs in Schools
Environmental Policy
Financial Procedures
Health & Safety Policy
Use of Mobile Phones Policy
Travel Policy
Staff Handbook
Risk Assessment for an office environment
Working Alone in Safety
Business Continuity Plan and IT
Manual Handling Policy
Stress Management Policy
Training Needs Assessment
Cash Handling Policy
Risk Register and Management Plan

There is a turnover of members on Fèisean nan Gàidheal's Board on an annual basis, with the Board reflecting the community it serves. Members are selected through an open process of nomination and election that ensures a Board with 10 Fèis representatives continues to have overall responsibility for the organisation.

The Board of Trustees meets 4 times annually. An Executive Group - Chair, Vice Chair, Secretary, CEO, Development Manager and Executive Manager - meets around a fortnight prior to each full Board meeting. Observers from key funding organisations, namely Creative Scotland, Highlands & Islands Enterprise, Comhairle nan Eilean Siar and Highland Council are entitled to attend Board and Executive Group meetings.

At the first meeting of the newly elected Board annually, Board members go through an induction workshop outlining the principles of corporate responsibility and their role as directors of Fèisean nan Gàidheal and trustees of a charity.

All Board papers are published on Fèisean nan Gàidheal's website, and we have devised a reporting system which incorporates the deliverables of all the organisations that invest in our work. This is sent to all those bodies quarterly, outlining progress with our programme, along with management accounts produced by our auditors.

We have always remained fully up to date with returns to both Companies House and OSCR, and have never had arrears in PAYE or VAT payments due to HMRC. We publish a full Annual Report which is made available to the public, along with our Audited Accounts, on our website.

Annex 1 - Budgets 2012-13, 2013-14 and 2014-15

INCOME	**2012-13**	**2013-14**	**2014-15**
Core Grants	£ 337,998.00	£ 322,998.00	£ 317,998.00
Management Fees	£ 108,050.00	£ 108,050.00	£ 108,050.00
Grants Scheme	£ 177,500.00	£ 177,500.00	£ 177,500.00
Fèis Development Fund	£ 9,152.00	£ 9,152.00	£ 9,152.00
Annualised Hours	£ 5,000.00	£ 5,000.00	£ 5,000.00
Highland Arts Programme Bursaries	£ 0.00	£ 0.00	£ 0.00
Training	£ 22,500.00	£ 22,500.00	£ 22,500.00
Gaelic Development	£ 38,500.00	£ 38,500.00	£ 38,500.00
Youth Music Initiative	£ 249,511.00	£ 249,511.00	£ 249,511.00
Blas Festival	£ 143,500.00	£ 143,500.00	£ 143,500.00
Other Earned Income	£ 16,400.00	£ 16,400.00	£ 16,400.00
Meanbh Chuileag TIE Service	£ 60,000.00	£ 60,000.00	£ 60,000.00
Support Cèilidh Trails	£ 108,376.00	£ 52,593.00	£ 52,593.00
Gaelic Drama Summer School	£ 30,000.00	£ 30,000.00	£ 30,000.00
Archiving Project	£ 7,000.00	£ 7,000.00	£ 7,000.00
Press/PR/Website Updates/Newsletter	£ 3,000.00	£ 3,000.00	£ 3,000.00
Showcase Opportunities	£ 13,000.00	£ 13,000.00	£ 13,000.00
Fèisean Services	£ 23,877.00	£ 23,877.00	£ 23,877.00
General Funds still to be raised	£ 35,917.00	£ 106,700.00	£ 111,700.00
TOTAL INCOME	**£ 1,389,281.00**	**£ 1,389,281.00**	**£ 1,389,281.00**
EXPENDITURE			
RUNNING COSTS			
Staff Salaries	£ 305,437.00	£ 282,355.00	£ 282,355.00
NIC Contributions	£ 30,536.00	£ 28,327.00	£ 28,327.00
Pension Contributions	£ 15,282.00	£ 15,282.00	£ 15,282.00
Fèisean Services Staff Wages and NI	£ 23,887.00	£ 23,887.00	£ 23,887.00
Staff Travel	£ 26,000.00	£ 26,000.00	£ 26,000.00
Office Rent & Rates	£ 23,000.00	£ 23,000.00	£ 23,000.00
Stationery, Printing & Postage	£ 12,000.00	£ 12,000.00	£ 12,000.00
Telephone, Fax, E-mail, Heat & Light	£ 14,000.00	£ 14,000.00	£ 14,000.00
Board Expenses	£ 8,000.00	£ 8,000.00	£ 8,000.00
Implementation of Child Protection policy	£ 12,000.00	£ 12,000.00	£ 12,000.00
Insurance	£ 6,500.00	£ 6,500.00	£ 6,500.00
Sundry Expenses	£ 1,500.00	£ 1,500.00	£ 1,500.00
Accountancy & Bank Charges	£ 7,000.00	£ 7,000.00	£ 7,000.00
Professional Fees	£ 2,000.00	£ 2,000.00	£ 2,000.00
Instrument Bank Maintenance	£ 500.00	£ 500.00	£ 500.00
Additional Support Needs	£ 2,000.00	£ 2,000.00	£ 2,000.00
Capital Expenses	£ 3,000.00	£ 3,000.00	£ 3,000.00
PROGRAMME COSTS	£ 0.00	£ 0.00	£ 0.00
Grants Paid Out	£ 192,500.00	£ 192,500.00	£ 192,500.00
Annualised Hours	£ 15,000.00	£ 15,000.00	£ 15,000.00
Feis Development Fund	£ 9,000.00	£ 9,000.00	£ 9,000.00
Highland Arts Programme Bursaries	£ 0.00	£ 0.00	£ 0.00
Highland Arts Programme Bursaries Management Fee	£ 0.00	£ 0.00	£ 0.00
Training Programme	£ 22,500.00	£ 22,500.00	£ 22,500.00
Training Programme Management Fee	-£ 3,350.00	-£ 3,350.00	-£ 3,350.00
Gaelic Language Development	£ 45,000.00	£ 45,000.00	£ 45,000.00

Gaelic Language Development Management Fee	-£ 4,500.00	-£ 4,500.00	-£ 4,500.00
Youth Music Initiative	£ 249,511.00	£ 249,511.00	£ 249,511.00
Youth Music Initiative Management Fee	-£ 65,000.00	-£ 65,000.00	-£ 65,000.00
Annual Conference	£ 10,000.00	£ 10,000.00	£ 10,000.00
Blas Festival	£ 173,500.00	£ 173,500.00	£ 173,500.00
Blas Festival Management Fee	-£ 18,000.00	-£ 18,000.00	-£ 18,000.00
Support for Meanbh Chuileag	£ 15,000.00	£ 15,000.00	£ 15,000.00
Support Cèilidh Trails	£ 108,497.00	£ 95,593.00	£ 95,593.00
Cèilidh Trails Management Fee	-£ 10,000.00	-£ 10,000.00	-£ 10,000.00
Gaelic Drama Summer School	£ 30,000.00	£ 30,000.00	£ 30,000.00
Drama Summer School Management Fee	-£ 3,000.00	-£ 3,000.00	-£ 3,000.00
Archiving Project	£ 7,000.00	£ 7,000.00	£ 7,000.00
Archiving Management Fee	-£ 1,200.00	-£ 1,200.00	-£ 1,200.00
Press/PR/Website Updates/Newsletter	£ 3,000.00	£ 3,000.00	£ 3,000.00
Showcase Opportunities	£ 13,000.00	£ 13,000.00	£ 13,000.00
Showcase Opportunities Management Fee	-£ 3,000.00	-£ 3,000.00	-£ 3,000.00
Contingency	£ 3,131.00	£ 3,131.00	£ 3,131.00
SUB-TOTAL EXPENDITURE	**£ 1,281,231.00**	**£ 1,281,231.00**	**£ 1,281,231.00**
Management Fees	£ 108,050.00	£ 108,050.00	£ 108,050.00
TOTAL EXPENDITURE	**£ 1,389,281.00**	**£ 1,389,281.00**	**£ 1,389,281.00**

Notes

1. For the purposes of this initial paper the budget presented is essentially the same each year for 2012-15. This is because we have an agreed Development Plan for those years on which we have based the activities proposed. In addition, with pay freezes and local authority cuts, we do not envisage our running costs fluctuating too much over the next three years.

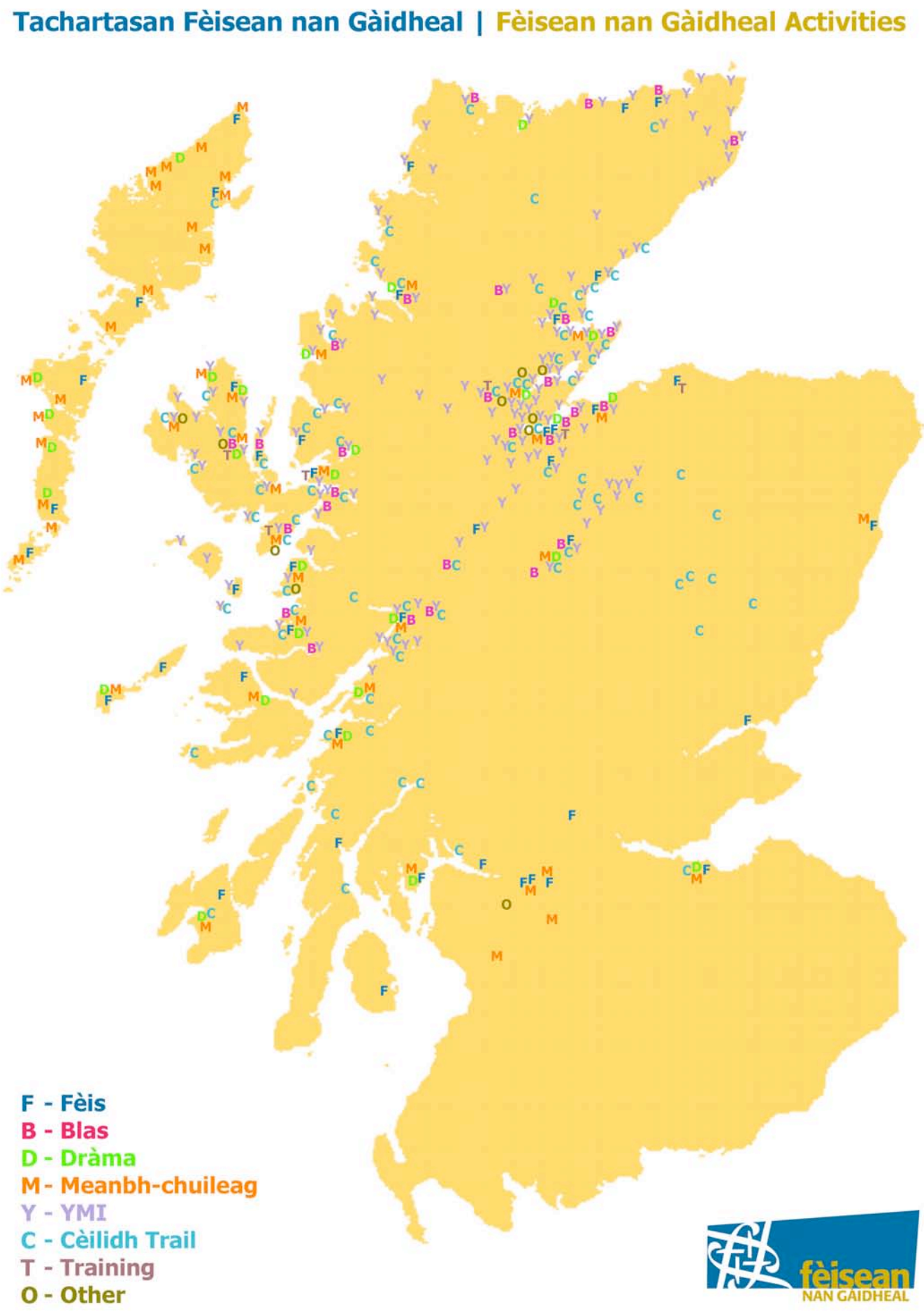
2. The budgets are based on an investment from HIE of £170k in 2012-13, £155k in 2013-14 and £135k in 2014-15. This is an overall reduction of 15% on the £540k available to us during the years 2009-12.

3. While we would be willing to take on additional work, as detailed in section 5, this could only be achieved with additional investment and if this were likely, we would be very happy to offer further detailed budgets incorporating those elements in which HIE expresses an interest.

4. The budgets assume a reduction of 1.0 FTE Development Officer from our staff complement from 2013-14.

5. The budgets shows that, even with a reduced staff complement, we will have significant sums of money to raise annually from 2013-14 onwards in order to ensure our programme can be delivered in full. In the past three years a figure of £40-£50k per annum has been achieved in additional fund-raising, and we would be optimistic about achieving the £36k required for 2012-13. But the larger sums from 2013-14 onwards may not be achievable and in the event that funds could not be raised, our ability to deliver our programme would be affected.

Annex 2 – Map showing areas where Fèisean nan Gàidheal activities take place



Fèisean nan Gàidheal

Financial Issues

Agenda Item: 3.2011.03

This report includes:	Action Required
Agenda Item: 3.2011.3(a)	
Income and Expenditure 2011-12 with transactions to 31 August 2011	For Noting
Agenda item 3.2011.3(b)	
Current bank balances will be advised at the meeting	For Noting
Agenda item 3.2011.3(c)	
Grants pledged to Fèisean for 2011-12 with payments to 31 August 2011	For Noting
Agenda item 3.2011.3(d)	
Management accounts for the period to 30 June 2011, prepared by Mann Judd Gordon	For Noting and Discussion
Agenda item 3.2011.3(e)	
Audited Accounts to 31 March 2011 for approval by the Board prior to the AGM.	For Approval
Agenda item 3.2011.3(f)	
Recommendation to reappoint of Mann Judd Gordon as auditors for 2011-12	For Approval

Anne Willoughby
Executive Manager
September 2011

Income and Expenditure 1 April 2011 to 31 March 2012, with transactions to 31 August 2011

Agenda Item: 3.2011.03(a)

INCOME	**2011-12**	**PERIOD**	**ACTUAL**
Core Grants	£ 348,260.00	£ 174,130.00	£ 151,000.00
Management Fees	£ 121,758.00	£ 60,879.00	£ 118,758.00
Grants Scheme	£ 183,500.00	£ 91,750.00	£ 87,469.17
Fèis Development Fund	£ 10,000.00	£ 5,000.00	£ 2,000.00
Annualised Hours	£ 15,000.00	£ 7,500.00	£ 3,000.00
Training	£ 52,500.00	£ 26,250.00	£ 15,070.00
Gaelic Development	£ 67,874.00	£ 33,937.00	£ 15,000.00
Youth Music Initiative	£ 219,511.00	£ 109,755.50	£ 219,511.00
Blas Festival	£ 220,717.00	£ 110,358.50	£ 74,448.70
Other Earned Income	£ 15,450.00	£ 7,725.00	£ 4,778.67
Meanbh Chuileag TIE Service	£ 50,000.00	£ 25,000.00	£ 27,200.00
Support Cèilidh Trails	£ 97,613.00	£ 48,806.50	£ 42,717.55
Gaelic Drama Summer School	£ 30,000.00	£ 15,000.00	£ 20,000.00
Archiving Project	£ 10,000.00	£ 5,000.00	£ 0.00
Press/PR/Website Updates/Newsletter	£ 2,879.00	£ 1,439.50	£ 0.00
Showcase Opportunities	£ 13,000.00	£ 6,500.00	£ 0.00
Fèisean Services	£ 23,877.00	£ 11,938.50	£ 8,197.74
General Funds still to be raised	£ 17,779.00	£ 8,889.50	£ 703.86
TOTAL INCOME	**£ 1,499,718.00**	**£ 749,859.00**	**£789,854.69**
EXPENDITURE			
RUNNING COSTS			
Staff Salaries	£ 305,437.00	£ 152,718.50	£127,971.93
NIC Contributions	£ 30,536.00	£ 15,268.00	£13,248.74
Pension Contributions	£ 15,282.00	£ 7,641.00	£3,297.85
Fèisean Services Staff Wages and NI	£ 23,887.00	£ 11,943.50	£10,355.19
Staff Travel	£ 26,000.00	£ 13,000.00	£11,659.88
Office Rent & Rates	£ 23,000.00	£ 11,500.00	£10,223.69
Stationery, Printing & Postage	£ 12,000.00	£ 6,000.00	£1,106.34
Telephone, Fax, E-mail, Heat & Light	£ 14,000.00	£ 7,000.00	£6,237.21
Board Expenses	£ 5,000.00	£ 2,500.00	£744.12
Implementation of Child Protection policy	£ 12,000.00	£ 6,000.00	£5,522.00
Insurance	£ 6,500.00	£ 3,250.00	£0.00
Sundry Expenses	£ 1,500.00	£ 750.00	£617.01
Accountancy & Bank Charges	£ 7,000.00	£ 3,500.00	£448.18
Professional Fees	£ 2,000.00	£ 1,000.00	£15.00
Instrument Bank Maintenance	£ 5,000.00	£ 2,500.00	£842.95
Additional Support Needs	£ 2,000.00	£ 1,000.00	£483.04
Capital Expenses	£ 3,000.00	£ 1,500.00	£822.03
PROGRAMME COSTS			
Grants Paid Out	£ 200,000.00	£ 100,000.00	£ 77,161.00
Annualised Hours	£ 15,000.00	£ 7,500.00	£ 562.50
Feis Development Fund	£ 10,000.00	£ 5,000.00	£ 1,322.00
Training Programme	£ 52,500.00	£ 26,250.00	£ 11,145.35
Training Programme Management Fee	-£ 10,500.00	-£ 5,250.00	-£ 10,500.00

Gaelic Language Development	£ 67,874.00	£ 33,937.00	£ 15,280.50
Gaelic Language Development Management Fee	-£ 13,574.00	-£ 6,787.00	-£ 13,574.00
Youth Music Initiative	£ 219,511.00	£ 109,755.50	£ 79,332.27
Youth Music Initiative Management Fee	-£ 50,000.00	-£ 25,000.00	-£ 50,000.00
Annual Conference	£ 12,000.00	£ 6,000.00	£ 0.00
Blas Festival	£ 220,717.00	£ 110,358.50	£ 49,214.57
Blas Festival Management Fee	-£ 15,000.00	-£ 7,500.00	-£ 15,000.00
Support for Meanbh Chuileag	£ 50,000.00	£ 25,000.00	£ 19,947.24
Support Cèilidh Trails	£ 100,995.00	£ 50,497.50	£ 74,597.90
Cèilidh Trails Management Fee	-£ 11,684.00	-£ 5,842.00	-£ 11,684.00
Gaelic Drama Summer School	£ 30,000.00	£ 15,000.00	£ 26,088.47
Drama Summer School Management Fee	-£ 3,000.00	-£ 1,500.00	-£ 3,000.00
Archiving Project	£ 10,000.00	£ 5,000.00	£ 0.00
Archiving Management Fee	-£ 1,000.00	-£ 500.00	£ 0.00
Press/PR/Website Updates/Newsletter	£ 2,879.00	£ 1,439.50	£ 4,897.66
Showcase Opportunities	£ 12,000.00	£ 6,000.00	£ 0.00
Showcase Opportunities Management Fee	-£ 2,000.00	-£ 1,000.00	£ 0.00
Contingency	£ 2,100.00	£ 1,050.00	£ 0.00
SUB-TOTAL EXPENDITURE	**£ 1,377,960.00**	**£ 688,980.00**	**£ 436,036.62**
Management Fees	£ 121,758.00	£ 60,879.00	£118,758.00
TOTAL EXPENDITURE	**£ 1,499,718.00**	**£ 749,859.00**	**£ 554,794.62**
Transfer to Reserves	£ 21,307.65	£ 10,653.83	£20,782.65
SURPLUS/DEFICIT	**£ 0.00**	**£ 0.00**	**£ 235,060.07**

Total still to be received for 2nd Quarter	**£ 93,309.48**
Argyll LEADER	£ 3,861.00
Highland LEADER	£ 25,698.48
Portree High School	£ 2,000.00
Creative Scotland (2nd payment of £100)	£ 25,000.00
The Highland Council (Blas)	£ 36,750.00

Grants to Fèisean 2011-12 with payments to 31 August 2011

Agenda Item: 3.2011.03(c)

The following table details the Fèisean, the grants we have pledged to them and, if appropriate, sums paid out.

Fèis Name	HIE	HIE Fragile	Main Fèis Grant	Local Authority	Follow-on Grants	Annualised Hours	Annualised Hours Grant	Development Fund	Total Grant Offered	Balance Paid	Outstanding Balance
The Highland Council											
Fèis an Earraich	√	√	£5,572.92	£3,483.08	£2,291.00	150	£ 1,125.00	£ 0.00	£ 12,472.00	£ 7,354.50	£ 5,117.50
Fèis Lochabair	√		£2,584.62	£1,615.38	£3,000.00	150	£ 1,125.00	£ 0.00	£ 8,325.00	£ 3,150.00	£ 5,175.00
Fèis nan Garbh Chrìochan	√	√	£3,600.00	£2,250.00	£3,050.00	20	£ 150.00	£ 0.00	£ 9,050.00	£ 4,462.50	£ 4,587.50
Fèis Chataibh	√		£2,387.69	£1,492.31	£1,792.00	80	£ 600.00	£ 0.00	£ 6,272.00	£ 3,210.00	£ 3,062.00
Fèis a' Bhealaich	√	√	£369.23	£230.77	£1,419.00	15	£ 112.50	£ 0.00	£ 2,131.50	£ 0.00	£ 2,131.50
Fèis Rois Òigridh	√	√	£6,646.15	£4,153.85	£6,725.00	0	£ 0.00	£ 0.00	£ 17,525.00	£ 8,100.00	£ 9,425.00
Fèis Rois nan Deugairean	√	√	£6,855.38	£4,284.62	£0.00	0	£ 0.00	£ 0.00	£ 11,140.00	£ 0.00	£ 11,140.00
Fèis Eige	√	√	£775.38	£484.62	£0.00	20	£ 150.00	£ 0.00	£ 1,410.00	£ 945.00	£ 465.00
Feis Ghallaibh	√	√	£0.00	£0.00	£2,532.00	20	£ 150.00	£ 0.00	£ 2,682.00	£ 1,266.00	£ 1,416.00
Fèis Farr	√		£0.00	£0.00	£828.00	20	£ 150.00	£ 0.00	£ 978.00	£ 0.00	£ 978.00
Fèis na h-Òige	√		£764.92	£478.08	£2,252.00	0	£ 0.00	£ 0.00	£ 3,495.00	£ 2,059.00	£ 1,436.00
Fèis Air an Oir	√	√	£699.08	£436.92	£2,414.00	50	£ 375.00	£ 0.00	£ 3,925.00	£ 1,207.00	£ 2,718.00
Feis Ghleann Albainn	√		£1,483.08	£926.92	£2,318.00	0	£ 0.00	£ 0.00	£ 4,728.00	£ 1,807.00	£ 2,921.00
Fèis Ratharsaidh	√	√	£1,396.31	£872.69	£0.00	30	£ 225.00	£ 0.00	£ 2,494.00	£ 0.00	£ 2,494.00
Fèis a' Bhaile	√		£1,443.08	£901.92	£909.00	100	£ 750.00	£ 0.00	£ 4,004.00	£ 0.00	£ 4,004.00
Fèis Òigridh na Mara	√	√	£507.69	£317.31	£5,847.00	200	£ 1,500.00	£ 0.00	£ 8,172.00	£ 3,674.00	£ 4,498.00
Fèis Inbhir Narann	√		£920.62	£575.38	£2,920.00	150	£ 1,125.00	£ 0.00	£ 5,541.00	£ 0.00	£ 5,541.00
Fèis Spè	√		£3,131.08	£1,956.92	£4,635.00	0	£ 0.00	£ 0.00	£ 9,723.00	£ 2,318.00	£ 7,405.00
Fèis an Iar Thuath	√	√	£396.92	£248.08	£752.00	0	£ 0.00	£ 0.00	£ 1,397.00	£ 0.00	£ 1,397.00
Fèis Thròdairnis	√	√	£1,480.62	£925.38	£0.00	0	£ 0.00	£ 0.00	£ 2,406.00	£ 1,804.50	£ 601.50
Fèis a' Chaolais	√		£0.00	£0.00	£1,320.00	0	£ 0.00	£ 0.00	£ 1,320.00	£ 660.00	£ 660.00
Total Highland			**£41,014.77**	**£25,634.23**	**£45,004.00**	**1,005**	**£7,537.50**	**£0.00**	**£119,190.50**	**£42,017.50**	**£77,173.00**
Comhairle nan Eilean Siar											
Fèis Tìr a' Mhurain	√	√	£3,862.00	£1,500.00	£1,444.00	100	£ 750.00	£ 0.00	£ 7,556.00	£ 4,396.00	£ 3,160.00
Fèis Eilean an Fhraoich	√		£3,926.00	£2,000.00	£1,844.00	100	£ 750.00	£ 0.00	£ 8,520.00	£ 4,945.00	£ 3,575.00
Fèis Tìr an Eòrna	√	√	£2,252.00	£1,500.00	£816.00	40	£ 300.00	£ 0.00	£ 4,868.00	£ 3,189.00	£ 1,679.00

Fèis Bharraigh	√	√	£4,435.00	£1,500.00	£2,798.00	80	£ 600.00	£ 0.00	£ 9,333.00	£ 4,826.00	£ 4,507.00
Fèis Eilean na Hearadh	√	√	£1,558.00	£1,500.00	£0.00	20	£ 150.00	£ 0.00	£ 3,208.00	£ 2,668.00	£ 540.00
Fèis an Rubha	√		£0.00	£0.00	£0.00	0	£ 0.00	£ 0.00	£ 0.00	£ 0.00	£ 0.00
Fèis Taigh Dhonnchaidh	√	√	£887.00	£1,500.00	£1,160.00	0	£ 0.00	£ 0.00	£ 3,547.00	£ 2,165.00	£ 1,382.00
Total Comhairle nan Eilean Siar			**£16,920.00**	**£9,500.00**	**£8,062.00**	**340**	**£2,550.00**	**£0.00**	**£37,032.00**	**£22,189.00**	**£14,843.00**
Argyll & Bute Council											
Fèis Cholla	√	√	£1,425.00	£0.00	£1,400.00	20	£ 150.00	£ 0.00	£ 2,975.00	£ 0.00	£ 2,975.00
Fèis Latharna	√		£3,005.00	£1,500.00	£2,600.00	50	£ 375.00	£ 0.00	£ 7,480.00	£ 5,418.00	£ 2,062.00
Fèis Mhuile	√	√	£602.00	£0.00	£0.00	20	£ 150.00	£ 0.00	£ 752.00	£ 0.00	£ 752.00
Fèis Thiriodh	√	√	£270.00	£1,500.00	£472.00	60	£ 450.00	£ 0.00	£ 2,692.00	£ 1,927.50	£ 764.50
Fèis Ìle agus Dhùira	√	√	£1,291.00	£1,500.00	£1,475.00	20	£ 150.00	£ 0.00	£ 4,416.00	£ 0.00	£ 4,416.00
Fèis Dhùn Omhain	√	√	£0.00	£0.00	£784.00	20	£ 150.00	£ 0.00	£ 934.00	£ 0.00	£ 934.00
Fèis Cheann Loch Goibhle	√		£3,013.00	£1,500.00	£1,678.00	60	£ 450.00	£ 0.00	£ 6,641.00	£ 0.00	£ 6,641.00
Total Argyll & Bute Council			**£9,606.00**	**£6,000.00**	**£8,409.00**	**250**	**£1,875.00**	**£0.00**	**£25,890.00**	**£7,345.50**	**£18,544.50**
Other Area/City Councils											
Fèis Arainn	√		£2,532.00	£0.00	£2,075.00	0	£ 0.00	£ 0.00	£ 4,607.00	£ 1,899.00	£ 2,708.00
Fèis Mhoireibh	√	√	£1,678.00	£0.00	£340.00	20	£ 150.00	£ 0.00	£ 2,168.00	£ 1,258.50	£ 909.50
TOTAL HIE	**37**	**23**	**£71,750.77**	**£41,134.23**	**£63,890.00**	**1,615**	**£12,112.50**	**£0.00**	**£188,887.50**	**£74,709.50**	**£114,178.00**
Fèis Dhùn Èideann			£2,400.00	£0.00	£5,308.00	400	£ 3,000.00	£ 0.00	£ 10,708.00	£ 0.00	£ 10,708.00
Fèis Chille Conbhal			£0.00	£0.00	£0.00	0	£ 0.00	£ 0.00	£ 0.00	£ 0.00	£ 0.00
Fèis Obair Dheathain			£1,678.00	£0.00	£0.00	0	£ 0.00	£ 0.00	£ 1,678.00	£ 0.00	£ 1,678.00
Feis Dhùn Bhreatainn			£0.00	£0.00	£1,932.00	0	£ 0.00	£ 0.00	£ 1,932.00	£ 0.00	£ 1,932.00
Fèis Lannraig a Tuath			£827.00	£0.00	£728.00	20	£ 150.00	£ 0.00	£ 1,705.00	£ 620.00	£ 1,085.00
Fèis Fhoirt			£3,600.00	£0.00	£2,508.00	60	£ 450.00	£ 1,200.00	£ 7,758.00	£ 2,679.00	£ 5,079.00
Feis Ghlaschu			£2,162.00	£0.00	£0.00	20	£ 150.00	£ 0.00	£ 2,312.00	£ 1,696.50	£ 615.50
Fèis Innis an Uillt			£687.00	£0.00	£160.00	20	£ 150.00	£ 0.00	£ 997.00	£ 0.00	£ 997.00
Fèis Lunnainn			£0.00	£0.00	£0.00	0	£ 0.00	£ 0.00	£ 0.00	£ 0.00	£ 0.00
Feis an t-Stratha			£0.00	£0.00	£784.00	0	£ 0.00	£ 0.00	£ 784.00	£ 0.00	£ 784.00
Total Other Areas/City Councils			**£15,564.00**	**£0.00**	**£13,835.00**	**540**	**£4,050.00**	**£1,200.00**	**£34,649.00**	**£8,153.00**	**£26,496.00**
			Main Fèis Grant	**Local Authority**	**Follow-on Grants**	**Annualised Hours**	**Annualised Hours Grant**	**Development Fund**	**Total Grant Offered**	**Balance Paid**	**Outstanding Balance**
GRAND TOTALS			**£ 83,104.77**	**£ 41,134.23**	**£ 75,310.00**	**£ 2,135.00**	**£ 16,012.50**	**£ 1,200.00**	**£ 216,761.50**	**£ 79,705.00**	**£ 137,056.50**

Fèisean nan Gàidheal

Management Accounts to 30 June 2011

Agenda Item: 3.2011.03(d)

Fèisean nan Gàidheal
Consolidated management accounts
Three months ended 30 June 2011

Description	Total	Core activities	Blas Festival	Training	Schools project	Gaelic development	Heritage project
			THREE MONTHS ENDED 30 JUNE 2011				
INCOMING RESOURCES							
Creative Scotland	154,000	153,000		1,000			
Highland Council	60,447	23,697	36,750				
Comhairle nan Eilean Siar	6,000	6,000					
Highland & Islands Enterprise	30,698	30,698					
Bord na Gaidhlig	31,250	21,250				10,000	
Membership fees	520	520					
Sale of publications	343	343					
Instrument bank revenue	1,996	1,996					
Training registration fees	50			50			
Ceilidh Trails - other income	2,500	2,500					
Box office / concerts	199		199				
Performance fees	1,650	1,650					
Other income	25	25					
Wages reimbursed by Feisean	5,899	5,899					
Bank interest received	43	43					
Total incoming respources	**295,618**	**247,620**	**36,949**	**1,050**	**0**	**10,000**	**0**
RESOURCES EXPENDED							
Fundraising trading							
Instrument bank costs	226	226					
Artistes costs	2,073		2,073				
PA and lighting	9,451		9,451				
Project manager	9,990		9,990				
	21,739	226	21,514	0	0	0	0
Charitable activities							
Wages	83,199	83,199					
Development officers & tutors	12,734				12,734		
Grants to Feisean	41,959	41,959					
Travelling	6,711				6,711		
Child protection costs	2,843	2,843					
Training	645			645			
Workshops	875				210	665	
Materials	558				558		
Sgoil Shamhraidh	7,130					7,130	
Ceilidh trail	48,376	48,376					
Festival costs	1,449					1,449	
Sundry expenses	737	617	120				
	207,215	176,993	120	645	20,212	9,244	0
Governance costs							
Audit & accountancy	1,850	800	1,050				
Committee expenses	460	460					
	2,310	1,260	1,050	0	0	0	0
Support costs							
Social security	7,905	7,905					
Pensions	1,979	1,979					
Staff travel & expenses	6,685	6,685					
Office rent	5,866	5,866					
Light and heat	3,259	3,259					
Capital costs	170	170					
Telephone	1,608	1,608					
Postage and stationery	2,547	2,547					
Website costs	3,990	3,990					
Bank charges and interest	389	389					
Depreciation	349	131	218				
	34,747	34,529	218	0	0	0	0
Total resources expended	**266,011**	**213,008**	**22,902**	**645**	**20,212**	**9,244**	**0**
Net incoming / (outgoing) resources - for quarter ended 30 June 2011	**29,607**	**34,612**	**14,047**	**405**	**(20,212)**	**756**	**0**
Total funds at 1 April 2011	87,837						
Total funds at 30 June 2011	**117,445**						

Fèisean nan Gàidheal
Consolidated management accounts
Three months ended 30 June 2011

Description	Total	Core activities	Blas Festival	Training	Schools project	Gaelic development	Heritage project

BALANCE SHEET AS AT 30 JUNE 2011

Fixed assets	
Photocopier - cost	11,042
Computer equipment - cost	2,791
Photocopier - depreciation	(7,766)
Computer equipment - depreciation	(829)
	5,239
Current assets	
Grants receivable	48,257
Prepayments	250
VAT	965
	49,472
Bank accounts	
FnG current account	(6,199)
FnG high interest account	85,686
Blas Festival current account	3,362
	82,849
Current liabilities	
Social security and other tax	(9,640)
Trade creditors	(1,551)
Accrued expenses	(8,924)
	(20,115)
Net assets as at 30 June 2011	**117,445**

Fèisean nan Gàidheal

Audited Accounts to 31 March 2011

Agenda Item: 3.2011.03(e)

REGISTERED COMPANY NUMBER: SC130071 (Scotland)
REGISTERED CHARITY NUMBER: SC002040

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011 FOR FÈISEAN NAN GÀIDHEAL

Mann Judd Gordon Ltd
Registered Auditors &
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

CONTENTS OF THE FINANCIAL STATEMENTS
for the Year Ended 31 March 2011

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Detailed Statement of Financial Activities	18 to 19

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2011. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
SC130071 (Scotland)

Registered Charity number
SC002040

Registered office
Meall House
Portree
Isle of Skye
IV51 9BZ

Trustees

Catriona MacIntyre	Chair
Catherine MacNeil	
Derek MacLennan	
Mairi Oakley	
Margaret Cameron	Vice Chair
Janet MacIver MacDonald	
Fiona Mairi Johnston	
Bernard Bell	
Claire Bee	

Company Secretary
Fiona Mairi Johnston

Auditor
Mann Judd Gordon Ltd
Registered Auditors &
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

Chief Executive
Arthur Cormack

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees
New trustees are recruited through an open election process approved by the membership whereby a number of new trustees, representative of local Fèisean are elected annually by the membership after an open advertising process. Trustees are nominated by their local Fèis, and then elected by the membership so that the Board of Trustees has a range of trustees from around the country, reflecting the geographical spread of the organisation's members.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees took part in an induction session at their first board meeting in December 2010 and a refresher was offered to current trustees. This involved a presentation the outlining of the aims and objectives of the organisation, the work in which it is involved and sources of funding. It also outlined the responsibilities of trustees, and their responsibilities as directors of a company limited by guarantee.

All trustees, new and existing, were given a CD with copies of the presentation along with key documents such as the company's Memorandum & Articles of Association, Child Protection Policy, Equal Opportunities Policy, Gaelic Policy, Other Policies, Staff Handbook, current Development Plan, all past Annual Reports and Board Papers. The CD also contained a wide range of briefing documents from the Voluntary Arts Network that cover a wide range of subjects relevant to the work of the organisation and the role of the trustees more generally.

Organisational structure

Fèisean nan Gàidheal is governed by a Board of Trustees made up of up to 10 Fèis representatives elected by the membership, along with observers from the three main funding bodies that support the organisation. The Board met 4 times during the year.

The office bearers, along with senior staff and three of the observers also constitute an Executive Group that meets at least a fortnight before each full Board meeting to go over financial and other matters in detail. The minutes and all the papers from these meetings are then included in the papers for the next Board meeting for all trustees.

Wider network

Fèisean nan Gàidheal staff are involved in several networks nationally, most notably the Traditional Music Forum, the National Gaelic Arts Strategic Forum and meetings of the Gaelic Organisations held by Bòrd na Gàidhlig. Staff are also involved in an international project called Celtic Neighbours.

Related parties

The trustees are members of local Fèisean which receive grants from the charity from time to time. The sums which were paid out in each year were as follows:

Name	Status	Fèis	2011	2010
Catriona MacIntyre	Trustee	Fèis Lochabair	£19,903	£12,381
Catherine MacNeil	Trustee	Fèis Bharraigh	£8,195	£4,235
Derek MacLennan	Trustee	Fèis a' Bhealaich	£450	£780
Mairi Oakley	Trustee	Fèis na h-Òige	£2,247	£2,821
Margaret Cameron	Trustee	Fèis an Earraich	£25,022	£18,683
Janet MacIver MacDonald	Trustee	Fèis Mhuile	£0	£2,800
Fiona Mairi Johnston	Trustee	Fèis Fhoirt	£5,674	£0
Bernard Bell	Trustee	Fèis Dhùn Breatainn an Iar	£815	£402
Claire Bee	Trustee	Fèis an t-Sràtha	£0	£250

It should be noted that the grants scheme operated allocates funding on the basis of a formula and Board members, therefore, do not discuss the level of grant aid although they approve the sums involved annually.

Risk management

The trustees acknowledge their duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. This is managed by the Executive Group which meets quarterly and takes a very close interest in the financial aspects of the running of Fèisean nan Gàidheal. Papers from the Executive Group meetings and the minutes of meetings are issued to all trustees.

A risk register is maintained by Fèisean nan Gàidheal, managed by the staff on a day-to-day basis and monitored by the Executive Group with an annual report to the full Board. In addition risk assessments are carried out for each of the organisation's offices, as well as for individual events run by Fèisean nan Gàidheal.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

OBJECTIVES AND ACTIVITIES

Objectives and aims

The aim of Fèisean nan Gàidheal is to make the Gaelic Arts, Language and Culture more accessible and more widely appreciated through the promotion, support and development of local, community-based tuition Fèisean.

The objectives are to:

1.1 Provide support for the development of individual Fèisean and the Fèis movement as a whole
1.2 Develop the tuition at individual Fèisean
1.3 Develop Fèisean nan Gàidheal as a service-providing organisation
1.4 Promote excellence within the Fèis movement
1.5 Create closer links between Fèisean, other organisations and other countries

ACHIEVEMENT AND PERFORMANCE

Performance against objectives

Our performance against objectives, agreed with those who fund our activities as well as organisations for which we deliver services, is reported on in detail every quarter to the Board of Trustees and all the information is available on our website. A summary is given here under each objective.

Provide support for the development of individual Fèisean and the Fèis movement as a whole

Fèisean nan Gàidheal's programme of work, based on its 2010-15 Development Plan, was successfully delivered in 2010-11. Despite public spending cuts beginning to be felt, Fèisean nan Gàidheal managed to deliver its programme effectively and granted over £202k to local Fèis activities as well as supporting them with a range of services detailed below.

Develop the tuition at individual Fèisean

Fèisean nan Gàidheal holds an annual Tutor Training weekend and has developed courses at three levels over the years. Fèis tutors are encouraged to participate in this event and around 30 do so annually with many having progress from Level I through to Level III. Additionally, an annual training session is held for tutors involved in delivering YMI activities in Highland Council schools.

Fèisean nan Gàidheal continued to develop its use of Gaelic language with ongoing Gaelic training provision for volunteers and tutors at our annual Fèis Trèanaidh in March and the aforementioned Tutor Training weekend. We also provided support to Fèisean to ensure that they produced printed and web materials bilingually, and assisted Fèisean to ensure a greater Gaelic content in their activities through Sgioba G and other measures.

Develop Fèisean nan Gàidheal as a service-providing organisation

As an organisation we offer a wide range of support services including; a grant scheme to support main Fèisean and ongoing classes, a musical instrument bank, a central enhanced Disclosure service, comprehensive insurance and the annual training conference for Fèis committee members.

A team of three development officers and a senior development officer are employed to maintain regular communication and offer ongoing support to Fèisean with regard to grant applications, external fundraising, organisation of events and policy implementation.

Promote excellence within the Fèis movement

The Fèis movement is heavily reliant on volunteers and it is estimated that upwards of 500 volunteers are involved in running the 45 Fèisean throughout Scotland. An additional 200+ are involved in the Blas Festival. Fèisean nan Gàidheal supports those volunteers through a variety of services and also offers training to them at an annual Fèis Trèanaidh as well as at other times on request.

A successful Blas Festival was held in 2010. Although scaled down from 2009, when we had the extra support financially and in terms of publicity of Homecoming Scotland, ticket sales were on a par with the 2008 festival and we again recorded very high levels of customer satisfaction with an overall 88% rating. 4 hour-long programmes from Blas 2010 were broadcast on BBC ALBA.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

ACHIEVEMENT AND PERFORMANCE
Performance against objectives

Highlands & Islands Enterprise, who have been sterling supporters of the Fèis movement, published an Economic and Social Impact Assessment in September 2010 that showed the Fèisean to be worth more than £2m to the economy. This report also highlighted that our work supported the equivalent of 60 FTE posts and has acted as a tool to make the argument for further investment from various bodies.

Further Gaelic drama developments took place with Meanbh-Chuileag's performance tour of Gaelic schools, another successful Gaelic Drama Summer School, drama Fèisean in schools and drama work in the Iomairtean Gàidhlig areas which produced a number of plays for radio that were broadcast each week on BBC Radio nan Gàidheal's "Aileag" programme.

Create closer links between Fèisean, other organisations and other countries
The summer Cèilidh Trails programme received a welcome boost with significant 3-year funding from the Highland and Argyll LEADER programmes. This allowed joint training, joint marketing and an end of season performances for all six Cèilidh Trail groups to take place.

We supported one of our members, Fèis Rois, to develop an international aspect to their Cèilidh Trail and we supported Fèis an Earraich to take part in an exchange with the Armagh Pipers from Northern Ireland.

During the year, we saw further output from our exciting Archiving Project with two more publications from Fèis Lochabair and Fèis a' Chaolais as the first stage of the project, funded by the Heritage Lottery Fund, came to an end.

We organised cèilidhs in partnership with The Highland Council to celebrate St Andrew's Weekend. Unfortunately the early severe winter weather meant depleted audiences, but four out of five cèilidhs went ahead nevertheless.

ACHIEVEMENT AND PERFORMANCE
Fundraising activities
Fèisean nan Gàidheal had service level agreements with the Scottish Arts Council, The Highland Council, Bòrd na Gàidhlig, Highlands & Islands Enterprise, Comhairle nan Eilean Siar and Argyll & Bute Council. We are also grateful for the support of a wide range of other funders for specific projects.

Fund-raising activities involved staff in raising money for a wide range of projects both towards the core work of Fèisean nan Gàidheal, and also on behalf of local Fèisean. Earned income came from a variety of sources including membership fees, sales of books and revenue raised as the result of hiring musical instruments.

We were grateful for the continued support of our main Blas partner, The Highland Council, as well as support from Bòrd na Gàidhlig, EventScotland and a number of private sponsors including Innes & MacKay, Business Gateway and MacRae & Dick.

During the year, we began the process of bidding to Creative Scotland for one-year funding for 2011-12 and to continue as a foundation organisation from 2012 onwards.

Internal and external factors
Internal factors affecting the achievement and performance of the organisation included the loss of a member of staff moving to a new post in May 2011. She was not replaced, given the threat of cuts to some of our funding from public sources, which means that existing staff had to cope with an extended workload.

External factors included the process we had to go through with Creative Scotland in bidding to continue their investment for the years 2012-15, which we now know was successful. Creative Scotland is to consolidate into our foundation settlement the money that was previously granted on a year-to-year basis, with no guarantees, for the Grants Scheme for Fèisean. In tough economic times this is a good result for Fèisean nan Gàidheal.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

FINANCIAL REVIEW

Reserves policy

We aim to retain around 10% of management fees received for major contracts such as Blas, the Youth Music Initiative and Training, and we build a 5% 'transfer to reserves' into all budgets when costing projects. Our aim is to have 3 months operating costs in reserve at all times. The reserves are all unrestricted, and shown at the foot of the Statement of Financial Activities.

Reserves are at a reasonable level given the size of the organisation and the number of staff we employ. We have changed our grants scheme so that all grants must now be claimed by 31 March each year, which will ensure an accurate end-of-year figure for grants awarded but not paid.

During 2010-11, we incurred a deficit in Youth Music Initiative provision which requires to be clawed back in 2011-12. We also had to forego a large portion of our Blas management fee because of less than expected ticket revenue. Despite those setbacks, Fèisean nan Gàidheal made strenuous efforts to ensure it generated additional income and added to its reserves with a healthy sum carried forward from 31 March 2011.

Principal funding sources

During the year, Fèisean nan Gàidheal received grant-aid from a wide variety of bodies in support of our work notably the Scottish Arts Council, The Highland Council, Highlands & Islands Enterprise, Bòrd na Gàidhlig, Comhairle nan Eilean Siar, Argyll & Bute Council and the Scottish Arts Council Lottery Fund.

FUTURE DEVELOPMENTS

Confirmation that Creative Scotland is to continue to invest in Fèisean nan Gàidheal as a foundation organisation from 2012-15 gives us the confidence that we can deliver our well-defined annual programme of work in 2011-12. Our programme is based on our 2010-15 Development Plan agreed with our membership and through annual service level agreements with several local authorities.

While we expect the next few years to be challenging, Fèisean nan Gàidheal's reputation has been built on ensuring delivery of a wide range of projects, always benefitting the Fèisean. Our annual programme of work is comprehensive and delivered to a high standard. According to an independent assessment, our work is worth millions to the Scottish economy and underpins a relatively large number of jobs for the sector in which we work. It is important culturally and linguistically and we will continue to ensure support and, where possible, growth in the work of the Fèisean.

Our strengthened Gaelic Policy will require that, from 2012, tutors working at Fèisean will require to be engaged in Gaelic learning unless they are already Gaelic speakers. This will be challenging but grants will be conditional on implementing this policy and Fèisean will need to ensure that tutors are aware of this and comply, in the same way as they currently have to comply with Disclosure checking.

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2011

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Feisean nan Gaidheal for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company`s auditor is unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information and to establish that the charitable company`s auditor is aware of that information.

AUDITOR

The auditor, Mann Judd Gordon Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

.....
Catriona MacIntyre - Trustee

23 September 2011

REPORT OF THE INDEPENDENT AUDITOR TO THE TRUSTEES AND MEMBERS OF FÈISEAN NAN GÀIDHEAL

I have audited the financial statements of Fèisean nan Gàidheal for the year ended 31 March 2011 on pages nine to seventeen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. My audit work has been undertaken so that I might state to the members and the charitable company's members and trustees those matters I am required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members and trustees as a body, for my audit work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and auditor
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

I have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

Opinion on financial statements
In my opinion the financial statements:
- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Opinion on other matter prescribed by the Companies Act 2006
In my opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

REPORT OF THE INDEPENDENT AUDITOR TO THE TRUSTEES AND MEMBERS OF FÈISEAN NAN GÀIDHEAL

Matters on which I am required to report by exception

I have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires me to report to you if, in my opinion:

- the charitable company has not kept proper and adequate accounting records or returns adequate for my audit have not been received from branches not visited by me; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- I have not received all the information and explanations I require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.

A Cumming (Senior Statutory Auditor)
for and on behalf of Mann Judd Gordon Ltd
Registered Auditors &
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
Chartered Accountants
26 Lewis Street
Stornoway
Isle of Lewis
HS1 2JF

23 September 2011

Note:

The maintenance and integrity of the Feisean nan Gaidheal web site is the responsibility of the trustees; the work carried out by the auditor does not involve consideration of these matters and, accordingly, the auditor accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2011

	Notes	31.3.11 Unrestricted funds £	31.3.10 Total funds £
INCOMING RESOURCES			
Incoming resources from generated funds			
Voluntary income	2	**5,241**	4,572
Activities for generating funds	3	**92,524**	65,162
Investment income	4	**95**	82
Incoming resources from charitable activities	5		
Core activities		**871,178**	649,350
Training		**23,273**	13,781
Blas Festival		**201,263**	332,822
Schools project		**219,511**	219,511
Gaelic development		**64,000**	86,800
Heritage project		**17,781**	10,000
Total incoming resources		**1,494,866**	1,382,080
RESOURCES EXPENDED			
Costs of generating funds			
Fundraising trading: cost of goods sold and other costs	6	**201,429**	312,387
Charitable activities	7		
Core activities		**858,616**	696,181
Training		**25,571**	20,682
Blas Festival		**9,512**	21,996
Schools project		**232,256**	218,435
Gaelic development		**59,807**	84,076
Heritage project		**9,175**	14,436
Governance costs	10	**26,334**	29,742
Total resources expended		**1,422,700**	1,397,935
NET INCOMING/(OUTGOING) RESOURCES		**72,166**	(15,855)
RECONCILIATION OF FUNDS			
Total funds brought forward		**15,671**	31,526
TOTAL FUNDS CARRIED FORWARD		**87,837**	15,671

The notes form part of these financial statements

BALANCE SHEET
At 31 March 2011

	Notes	31.3.11 Unrestricted funds £	31.3.10 Total funds £
FIXED ASSETS			
Tangible assets	15	**5,587**	7,450
CURRENT ASSETS			
Debtors: amounts falling due within one year	16	**52,820**	157,974
Cash at bank		**119,080**	73
		171,900	158,047
CREDITORS			
Amounts falling due within one year	17	**(89,650)**	(149,826)
NET CURRENT ASSETS		**82,250**	8,221
TOTAL ASSETS LESS CURRENT LIABILITIES		**87,837**	15,671
NET ASSETS		**87,837**	15,671
FUNDS	18		
Unrestricted funds		**87,837**	15,671
TOTAL FUNDS		**87,837**	15,671

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on 23 September 2011 and were signed on its behalf by:

Fiona Mairi Johnston
Trustee

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
for the Year Ended 31 March 2011

1. ACCOUNTING POLICIES

Accounting convention
The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources expended
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets
It is the policy of the charity not to capitalise expenditure unless the cost incurred is over £1,000.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. VOLUNTARY INCOME

	31.3.11	31.3.10
	£	£
Donations	**72**	-
Membership fees	**5,169**	4,572
	5,241	4,572

3. ACTIVITIES FOR GENERATING FUNDS

	31.3.11	31.3.10
	£	£
Sponsorships	**6,675**	-
Sale of publications	**1,293**	2,307
Instrument bank revenue	**8,653**	8,019
Administration fees	**75,903**	54,836
	92,524	65,162

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

4. INVESTMENT INCOME

	31.3.11	31.3.10
	£	£
Deposit account interest	**95**	82

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Core activities	Training	Blas Festival	Schools project
	£	£	£	£
Grants	**810,008**	**20,450**	**164,392**	**219,511**
Performance fees	**175**	**-**	**-**	**-**
Other income	**6,395**	**-**	**2,118**	**-**
Ceilidh Trails - other income	**13,581**	**-**	**-**	**-**
Drama festivals	**2,500**	**-**	**-**	**-**
Pròiseact Òigridh Uibhist	**2,097**	**-**	**-**	**-**
Wages reimbursed by FÈISEAN	**36,422**	**-**	**-**	**-**
Training registration fees	**-**	**2,823**	**-**	**-**
Box office / concerts	**-**	**-**	**34,753**	**-**
	871,178	**23,273**	**201,263**	**219,511**

	Gaelic development	Heritage project	31.3.11 Total activities	31.3.10 Total activities
	£	£	£	£
Grants	**64,000**	**17,781**	**1,296,142**	1,230,984
Performance fees	**-**	**-**	**175**	1,265
Other income	**-**	**-**	**8,513**	10,988
Ceilidh Trails - other income	**-**	**-**	**13,581**	-
Drama festivals	**-**	**-**	**2,500**	-
Pròiseact Òigridh Uibhist	**-**	**-**	**2,097**	-
Wages reimbursed by FÈISEAN	**-**	**-**	**36,422**	-
Training registration fees	**-**	**-**	**2,823**	1,950
Box office / concerts	**-**	**-**	**34,753**	67,077
	64,000	**17,781**	**1,397,006**	1,312,264

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES - continued

Grants received, included in the above, are as follows:

	31.3.11	31.3.10
	£	£
Scottish Arts Council	**332,450**	419,831
Highland Council	**461,652**	420,752
Comhairle nan Eilean Siar	**24,500**	16,500
Argyll & Bute Council	**9,450**	9,410
Highland & Islands Enterprise	**180,001**	214,191
Bòrd na Gàidhlig	**140,500**	105,000
National Lottery	**(219)**	5,000
East Lothian Council	**-**	5,000
Scottish Executive	**55,000**	-
Comunn na Gàidhlig	**-**	1,000
Events Scotland	**35,500**	34,300
LEADER	**50,708**	-
Scottish Natural Heritage	**5,000**	-
SOILLSE	**900**	-
National Trust for Scotland	**700**	-
	1,296,142	1,230,984

6. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS

	31.3.11	31.3.10
	£	£
Instrument bank costs	**5,130**	2,568
Blas - Artistes costs	**61,702**	100,578
Blas - Travel and support	**25,508**	70,052
Blas - PA and lighting	**23,488**	22,250
Blas - Venue hire	**8,352**	35,131
Blas - Promotion	**40,445**	42,499
Blas - Project manager	**29,004**	28,365
Blas - Artistic director	**7,800**	10,944
	201,429	312,387

7. CHARITABLE ACTIVITIES COSTS

	Direct costs	**Grant funding of activities (See note 8)**	**Support costs (See note 9)**	**Totals**
	£	**£**	**£**	**£**
Core activities	**526,057**	**202,243**	**130,316**	**858,616**
Training	**25,571**	**-**	**-**	**25,571**
Blas Festival	**4,700**	**-**	**4,812**	**9,512**
Schools project	**232,256**	**-**	**-**	**232,256**
Gaelic development	**59,807**	**-**	**-**	**59,807**
Heritage project	**9,175**	**-**	**-**	**9,175**
	857,566	**202,243**	**135,128**	**1,194,937**

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

8. GRANTS PAYABLE

	31.3.11	31.3.10
	£	£
Core activities	**202,243**	195,306

The total grants paid to institutions during the year was as follows:

	31.3.11	31.3.10
	£	£
Grants to Fèisean	**202,243**	195,306

9. SUPPORT COSTS

	Management	Finance	Totals
	£	£	£
Core activities	**256,534**	**554**	**257,088**
Blas Festival	**4,556**	**256**	**4,812**
	261,090	**810**	**261,900**

10. GOVERNANCE COSTS

	31.3.11	31.3.10
	£	£
Committee expenses	**3,097**	5,997
Accountancy	**-**	2,185
Legal fees	**9,242**	4,720
Auditors' remuneration	**4,712**	5,775
Auditors' remuneration for non-audit work	**2,363**	2,521
Annual conference	**6,920**	8,544
	26,334	29,742

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	31.3.11	31.3.10
	£	£
Auditors' remuneration	**4,712**	5,775
Depreciation - owned assets	**1,863**	1,553

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2011 nor for the year ended 31 March 2010.

Trustees' Expenses
There were no trustees' expenses paid for the year ended 31 March 2011 nor for the year ended 31 March 2010.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

13. STAFF COSTS

	31.3.11	31.3.10
	£	£
Wages and salaries	**339,274**	296,039
Social security costs	**30,569**	34,027
Other pension costs	**9,073**	10,435
	378,916	340,501

The average monthly number of employees during the year was as follows:

	31.3.11	31.3.10
Charitable activities	**13**	13
Support costs	**4**	6
	17	19

During the year no employees received emoluments in excess of £60,000 (2009 - none).

14. SUBSIDIARY COMPANY

Fèisean nan Gàidheal owns 100% of the issued share capital of Blas Festival Ltd, a company registered in Scotland. This company was incorporated to operate an annual arts festival of the same name.

Audited accounts have been filed with the Registrar of Companies and have been consolidated with those of Fèisean nan Gàidheal in the group accounts presented here.

A summary of the trading results, as extracted from the audited accounts, for the years to 31 March 2011 and 2010 are shown below.

	2011	**2010**
	£	**£**
Turnover	**207,938**	332,822
Cost of sales	**196,299**	309,819
Gross profit	**11,639**	23,003
Administrative expenses	**10,309**	27,969
Profit / (loss) for year	**1,330**	(4,966)
Interest receivable / (payable) for year	**(256)**	(113)
	1,074	(5,079)
Taxation	**-**	-
Profit / (loss) after taxation	**1,074**	(5,079)
Net (liabilities) at 31 March	**(2,198)**	(3,272)

During the year Blas Festival Ltd paid management and administration charges to Fèisean nan Gàidheal of £4,700 (2010 - £14,000). During the year Blas Festival Ltd also paid a donation to Fèisean nan Gàidheal of £Nil (2010 - £4,428). At the year end date Blas Festival Ltd owed Fèisean nan Gàidheal £9,140 (2010 - £7,868). There are no repayment terms in place and interest is not charged on the balance.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

15. TANGIBLE FIXED ASSETS

	Plant and machinery etc £
COST	
At 1 April 2010 and 31 March 2011	**13,833**
DEPRECIATION	
At 1 April 2010	**6,383**
Charge for year	**1,863**
At 31 March 2011	**8,246**
NET BOOK VALUE	
At 31 March 2011	**5,587**
At 31 March 2010	7,450

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.11 £	31.3.10 £
Other debtors	**3,000**	34,780
VAT	**322**	-
Prepayments	**250**	26,552
Grants receivable	**49,248**	96,642
	52,820	157,974

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.11 £	31.3.10 £
Bank loans and overdrafts	**62,739**	103,560
Trade creditors	**10,501**	-
Social security and other taxes	**9,337**	10,252
VAT	**-**	30
Other creditors	**-**	10,000
Grants awarded but unpaid	**-**	19,110
Accrued expenses	**7,073**	6,874
	89,650	149,826

18. MOVEMENT IN FUNDS

	At 1.4.10 £	Net movement in funds £	At 31.3.11 £
Unrestricted funds			
General fund	**15,671**	**72,166**	**87,837**
TOTAL FUNDS	**15,671**	**72,166**	**87,837**

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
for the Year Ended 31 March 2011

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**1,492,666**	**(1,420,500)**	**72,166**
TOTAL FUNDS	**1,492,666**	**(1,420,500)**	**72,166**

19. APB ETHICAL STANDARD - PROVISIONS AVAILABLE FOR SMALL ENTITIES

In common with many other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2011

	31.3.11 £	31.3.10 £
INCOMING RESOURCES		
Voluntary income		
Donations	**72**	-
Membership fees	**5,169**	4,572
	5,241	4,572
Activities for generating funds		
Sponsorships	**6,675**	-
Sale of publications	**1,293**	2,307
Instrument bank revenue	**8,653**	8,019
Administration fees	**75,903**	54,836
	92,524	65,162
Investment income		
Deposit account interest	**95**	82
Incoming resources from charitable activities		
Grants	**1,296,142**	1,230,984
Training registration fees	**2,823**	1,950
Performance fees	**175**	1,265
Box office / concerts	**34,753**	67,077
Other income	**8,513**	10,988
Ceilidh Trails - other income	**13,581**	-
Drama festivals	**2,500**	-
Pròiseact Òigridh Uibhist	**2,097**	-
Wages reimbursed by Fèisean	**36,422**	-
	1,397,006	1,312,264
Total incoming resources	**1,492,666**	1,382,080
RESOURCES EXPENDED		
Fundraising trading: cost of goods sold and other costs		
Instrument bank costs	**5,130**	2,568
Blas - Artistes costs	**61,702**	100,578
Blas - Travel and support	**25,508**	70,052
Blas - PA and lighting	**23,488**	22,250
Blas - Venue hire	**8,352**	35,131
Blas - Promotion	**40,445**	42,499
Blas - Project manager	**29,004**	28,365
Blas - Artistic director	**7,800**	10,944
	201,429	312,387

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2011

	31.3.11 £	31.3.10 £
Charitable activities		
Wages	**212,502**	151,868
Development officers / tutors	**129,070**	172,323
Travel expenses etc	**61,763**	65,047
Child protection costs	**8,788**	10,212
Training	**14,887**	4,264
Workshops	**6,185**	15,200
Materials	**15,925**	14,189
Archiving project	**7,575**	13,436
Sgoil Shamhraidh	**25,096**	29,635
Ceilidh trail	**96,267**	-
Music Bursary Fund	**42,585**	-
25 anniversary celebrations	**1,507**	-
Festival costs	**12,211**	3,694
Project management	**20,530**	28,512
Management charge	**75,903**	54,836
Grants to institutions	**202,243**	195,306
	933,037	758,522
Governance costs		
Committee expenses	**3,097**	5,997
Accountancy	**-**	2,185
Legal fees	**9,242**	4,720
Auditors' remuneration	**4,712**	5,775
Auditors' remuneration for non-audit work	**2,363**	2,521
Annual conference	**6,920**	8,544
	26,334	29,742
Support costs		
Management		
Wages	**126,772**	144,171
Social security	**30,569**	34,027
Pensions	**9,073**	10,435
Office rent	**23,478**	23,207
Insurance	**6,529**	6,078
Light and heat	**4,599**	3,309
Telephone	**8,120**	8,260
Postage and stationery	**11,927**	19,379
Sundries	**3,952**	11,580
Website	**2,382**	3,419
Staff travel and expenses	**28,300**	24,827
Capital costs	**3,526**	6,431
Depreciation of tangible and heritage assets	**1,863**	1,553
	261,090	296,676
Finance		
Bank charges	**810**	549
Bank interest	**-**	59
	810	608
Total resources expended	**1,420,500**	1,397,935
Net income/(expenditure)	**72,166**	(15,855)

Fèisean nan Gàidheal

Elections to the Board of Directors

Agenda Item: 3.2011.04(b)

Reason for Paper

To provide information for Board members on the election of new members to the Board of Fèisean nan Gàidheal.

Background

Under current procedures laid down by the Board the following Members are due to leave following an election to be held in October; Catriona MacIntyre, Maggie Cameron, Derek MacLennan, Katag MacNeil, Mairi Oakley and Claire Bee.

Proposal to change Election Procedures

The usual rule of 30% of the Board standing down at each AGM has been compromised by the fact that some members have come on to the Board at different times, and some have left prior to the end of a three-year term. This is why we have a situation where six members are due to stand down this year and another position is still vacant.

Losing six members from the Board at once will result in a loss of valuable skills which would not quickly be imparted to a large number of new members, and this could leave Fèisean nan Gàidheal vulnerable at a crucial time when negotiations over future funding are ongoing. It is also that case that past elections have not always succeeded in filling every vacancy first time round.

It is therefore suggested that we propose changes to the procedures for electing members to the Board, and include an option to extend the terms of appointment for the current office bearers in order to ensure continuity.

The following paper has been prepared making provision for this exceptional occurrence and, if approved, will allow for Catriona MacIntyre and Maggie Cameron to continue in their Board member roles for a further year. The other office bearer, Fiona Johnston, has another year to run in any case.

This would mean that Derek MacLennan, Katag MacNeil, Mairi Oakley and Claire Bee would stand down and a ballot would be organised to elect five new members - 2 members from the Highland Council area, 1 from 'other areas' and 2 from the Western Isles, filling the place held by Katag MacNeil and another place that has been vacant for 2 years.

Action Required

Board members are asked to approve the following paper.

Arthur Cormack
CEO
September 2011

Fèisean nan Gàidheal

Procedure for the Election of Board Members

Background
Fèisean nan Gàidheal's Board has agreed to make changes to the way in which Directors are elected to the Board and this paper outlines the procedures that will be put in place with effect from 23 September 2011.

Number of Directors
Fèisean nan Gàidheal's Board will consist of:
- 10 Directors, each of whom will be a representative of a Fèis, elected by the membership

In addition, each of the following bodies will be entitled to send an observer to Board meetings:
- Creative Scotland
- The Highland Council
- Highlands & Islands Enterprise
- Comhairle nan Eilean Siar
- Argyll & Bute Council
- Bòrd na Gàidhlig

Representation
Area representation will be maintained, on a proportional basis, with the following being the breakdown:
- 2 from the Western Isles
- 4 from The Highland Council area
- 1 from the Argyll & Bute Council area
- 3 from other areas in which Fèisean take place

Where the normal election procedure, detailed below, fails to fill a place in any given area, the Board may co-opt a member from the Fèisean in that area to fill the vacant place. Where that is not possible, however, a member from a Fèis in another area may take up the vacant place on the Board, or the Board may elect to leave the place vacant until the following round of elections.

The remit
- A full role description is available at Appendix 1.
- Those Fèis representatives offering themselves for election should be a committee member active in the running of Fèis activities in their area, and must have their application endorsed by their local Fèis. Employees of Fèisean and those employed through the Annualised Hours scheme should not offer themselves for election to avoid potential conflicts of interest.
- There will be approximately 4 Board meetings per annum, including one at the time of the AGM. Board members will be required to commit time to attending those meetings.
- The Chair, Vice Chair, Secretary and Treasurer will be required to commit at least another 4 days to attend meetings of the Executive Group, which is explained hereafter.
- Soon after election, Board members will be offered an introductory session and will be made fully aware of their responsibilities as Directors of a company limited by guarantee and Trustees of a charity, as well as the work of the organisation.
- All elected Board members will have a vote. Observers from funding bodies, while they may take part fully in Board discussion, will not be entitled to vote.

Term of Office
- Ordinary Board members will be appointed for a 3-year term.
- Where a member takes up the office of Chair, Vice Chair (if deemed necessary), Secretary or Treasurer during their term, they may normally serve for a maximum 3-year term in that post irrespective of when, within their normal 3-year term, they take up office.
- Members will, at the Board meeting each year immediately prior to the organisation's AGM, elect from their number a Chair, Vice Chair (if deemed necessary), Secretary and Treasurer for a period of 3 years, subject to the 6 year normal maximum period a member may serve.
- After serving a 3-year term, ordinary Board members will not be eligible for re-nomination as a Director for election for 12 months.

- After serving a 6-year term, Office Bearers will not normally be eligible for re-nomination for election as a Director for 12 months.
- In exceptional circumstances, for instance where the normal rotation of Board members requires to be restored, an extension of one year may be afforded to Office Bearers only, where this avoids more than one third standing down from the Board at the one time.

The election procedure

The election procedures will be as follows:

- Those required to stand down from the Board at the end of their term will be notified.
- The number of vacancies on the Board will be advertised throughout the Fèis movement, through communication with all Fèis committee members and, if timing allows, an article in our newsletter.
- Interested parties will receive the role description.
- Each nominee will submit an application which may, if desired, include 100 words of background information – a personal statement – outlining their interest and what they think they could bring to the Board - which will be included in the election ballot papers.
- After the closing date for nominations, ballot papers will be drawn up outlining information on each candidate, which Fèis they are being nominated by, and their personal statement.
- All Fèisean will be sent the ballot papers, and the election will be carried out by post, with each Fèis having a number of votes equivalent to the number of vacancies in any one year.
- The members elected to serve on the Board will be those who gain the highest number of votes to fill the available places.
- In the event of a tie after the election, there should be a further vote by the Board members, to decide which candidate would serve on the Board.
- An independent scrutineer will oversee the election and vote counting and will verify the result.

Executive Group

- In addition to the Board, there will be an Executive Group that will meet quarterly to go over, in detail, company business and financial arrangements and monitoring.
- The group will meet at least a fortnight before each full Board meeting, and the business of the meeting will be minuted and included with the papers for the following full Board meeting.
- The full papers for Executive Group meetings will be sent to all Board members by e-mail prior to the following full Board meeting.
- The membership of the Executive Group will consist of the Chair, Vice Chair (if elected), Secretary and Treasurer, or other members as appointed by the Board, who would have a vote. The Chief Executive, Development Manager and Executive Manager will attend in a non-voting, advisory capacity.
- Those people appointed to the Executive Group will be required to commit approximately 4 more days than ordinary Board members, to the work of the organisation.

Other points

- Board members may occasionally hold meetings without an invitation being extended to observers.
- Arts & Business Board member training, or a suitable equivalent, will take place on a rolling basis to ensure that all Board members benefit from this.
- Suitable financial management and other relevant training will be available to Board members with the costs being borne by Fèisean nan Gàidheal.

Arthur Cormack | CEO | September 2011

Appendix 1: Role Description for Board Members

1 AIMS & OBJECTIVES OF FÈISEAN NAN GÀIDHEAL

The aim of Fèisean nan Gàidheal is to support opportunities for new generations to access Gaelic language and cultural skills development in communities across Scotland, as an important part of our nation's vibrant and inclusive cultural identity.

Objectives

1. Provide support to strengthen the work of community led Fèisean across Scotland, promoting equality of access, safe working practices and community cohesion.
2. Provide support across the Fèis movement to support the learning and usage of the Gaelic language, and to work with partners in the delivery of the National Plan for Gaelic.
3. To work in partnership with the statutory education sector to provide Scotland's young people with greater access to Gaelic language and culture as an important part of personal skills development, cultural identity and citizenship.
4. To work within the context of local and national policies to assist partners in the delivery of high quality public services, through contracts and service level agreements.
5. To develop and support training opportunities within the Fèis movement in support of personal skills development and the strengthening of Scotland's cultural infrastructure.
6. To act as an advocate for the Fèis movement, Gaelic language and culture and Scottish cultural identity by creating and maintaining links between Fèisean, other organisations and international partners.

2 MAIN DUTIES OF BOARD MEMBERS

Fèisean nan Gàidheal is a company limited by guarantee, an a registered Scottish Charity. It is a membership organisation with a geographic spread covering most of the Scottish islands and mainland. Board members are drawn from the committees of member Fèisean, but a proportion may be elected from outwith the Fèis movement by open advertisement. The following points should be considered when seeking election to the Board.

2.1 Competence in spoken Gaelic is desirable as all Board meetings are held in Gaelic, although simultaneous translation is provided.

2.2 Support for the aims of Fèisean nan Gàidheal is essential.

2.3 Board Members are expected to contribute a degree of expertise, experience and commitment to the workings of the organisation. They should be constructive, and competent to decide policy, monitor implementation and to monitor the finances of the organisation.

2.4 The ability to devote time to the organisation is essential. Board members will be expected to attend 4 board meetings per year, and to be fully prepared to take an active part in these meetings. All members are expected to take an interest in the work of the organisation as a whole.

2.5 Members who miss three consecutive meetings will automatically be removed as a Director.

2.6 The Chair, Vice Chair, Secretary and Treasurer will be elected from within the Board normally for a maximum of 3 years and they will be expected to attend additional meetings as part of an Executive Group.

2.6 The term of appointment is for 3 years unless a member takes up the office of Chair, Vice Chair, Secretary or Treasurer during their term. In that case, a normal maximum 3-year term would apply to that office irrespective of when, within their normal 3-year term, such office is taken up. However, the maximum time any member may serve continuously on the Board is 6 years, unless under exceptional circumstances detailed in the agreed Procedure for the Election of Board Members.

2.7 Remuneration: The appointment is unpaid, but reasonable travel, subsistence and other agreed expenses will be reimbursed.

2.8 Standards of Conduct: Members are required to observe Best Practice conventions for Board Members, notably impartiality, discretion, value for money, accountability and openness.

2.9 Public Relations: Members are expected to act as ambassadors on behalf of Fèisean nan Gàidheal and their individual member Fèisean.

Fèisean nan Gàidheal 2011

Fèisean nan Gàidheal

Staff Progress Reports
Agenda Item: 3.2011.05(a)

Ainm	**Calum Alex MacMillan**
Dreuchd	**Development Manager**

Action/Outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

Continuing support if offered by the three Development Officers and Senior Development Officer. I maintain regular contact and offer guidance and direction to these officers on a daily basis.

I also support four Fèisean.

- Fèis Dhuneideann are busy with their follow-on classes programme, which runs during school term time.
- Fèis Fhoirt also run a programme of follow-on classes during term-time. They will also run a weekend Fèis on 24/25 September. The Fèis recently began a pilot project 'Summer Sessions' with the aim of introducing a Ceilidh Trail from 2012 onwards. The pilot will run until the end of September.
- Fèis Ghallaibh meet regularly for groupwork and choir workshops. They also hold four fèis days throughout the year, the next being on Saturday 17 September dh iad a' cumail 4 làithean Fèise tron bhliadhna, an ath dhiubh seo air 17 Sultain
- Fèis Obar Dheathain did not hold their annual February Fèis this year. They have since formed a new committee and aim to reintroduce the Fèis in February 2012.

1.2 At least two people to be supported through the Work Placement/Graduate Placement schemes run by CnaG. (BnG)

We supported this scheme again by offering Sabhal Mòr Ostaig student Calum McConnell a 10 week placement during the summer. CnaG could only offer us one studnet this year due to demand.

1.3 Continue to invest in new developments through our Fèis Development Fund (CS)

We recently supported to new projects through the Development Fund. Funding was offered to Fèis Fhoirt for their 'Summer Sessions' pilot project. Fèis Arrainn were supported to run classes and make a short recording.

1.4 Continue with excellent support mechanisms for individual Fèisean through the development of our system of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services (CS)

The development officers work closely with theis Fèisean, maintaining regular contact and identify areas where they need support.

1.4 Development Officer to be retained in Western Isles (CnES)

With support from Comhairle nan Eilean Siar we maintain a development officer's post in this area.

1.4 Development Officer to be retained in Argyll & Bute Council area (A&BC)

With support from Argyll and Bute Council we maintain a development officer's post in this area.

1.11 Production and distribution of regular news and other information

We make a concerted effot to ensure that press releases and relevant information and advertising about Fèis events and events in which Fèisean nan Gàidheal are involved are distributed by email to ur wide database, we distribute a quarterly newsletter and we use local media agents and social networking at every opportunity.

1.12 Create 2 new Fèisean in HIE Fragile Areas (HIE)

Fèis an Iar Thuath was established in Scourie in 2011 and they have held two very successful events since then. There has been some interest from the Isle of Canna to introduce an annual Fèis event.

1.12 Support the establishment of new Fèisean where communities request assistance and funding allows (CS)

Some interest has been noted from North Ayrshire Council with regard to establishing a weekend Fèis. I am currently awaiting more information regarding this.

1.14 Inter-Fèis activities

A number of Fèisean work together on various projects and there is an increase in communication between member Fèisean. The Ceilidh Trails bring together Fèisean throughout the summer at training events and

concerts/festivals. The Lochaber Fèsiean are running a teenage Fèis during the October school holidays.

1.15 Annual Training Programme

We are currently involved in a Gaelic training initiative for all tutors to ensure that all tutors have at least a basic level of Gaelic before they teach at a Fèis. We ask that tutors with a need to undertake a course/training choose something which is appropriate. There is a limited bursary scheme available to support this.

1.16 Networking

I attend regular meetings of the Gaelic organisations and especially those who have involvement with the Gaelic Initiative Areas. At the beginning of September I attended the SAME conference, a forum which deals with music in education. Along with the CEO I represent Fèisean nan Gàidheal at meetings/conferences of the arts and that are relevant to the work in which we are involved.

2.1 Prepare a Gaelic Language Policy for Fèisean nan Gàidheal, which will be adopted by members of the organisation

Fèisean are given support and encouragement by Fèisena nan Gàidheal and more specifically their Development Officers when drafting Gaelic plans. These plans are designed to help Fèisean analayse the current use of Gaelic within activites and how to plan effective devlopment of this. I'll be delivering a short presntation on the Gaelic policy, Development of tutor's Gaelic use and the developemnt of individual Fèisean Gaelic plans.

2.2 Continue to implement Fèisean nan Gàidheal's Gaelic Policy through services offered to all the Fèisean through its staff and special projects as appropriate.

We support Fèisean in a number of ways to ensure successful implementation of the Gaelic Policy. They receive help with nay translation needs they have, Gaelic activities, tutor choice as well as G-team being made available to help with delivery of Gaelic content and committee support during Fèisean.

2.2 Provide support for Fèisean with Gaelic language activities utilising our G-Team. (CS)

The G-team have been reasonably busy over the summer months visiting Fèisean during the summer holidays. They will be present at Fèis Fhoirt, Fèis a' Bhaile and Fèis Spè in the coming weeks offering activities such as; film making, drama, art, quizzes and many more interesting activities.

2.3 Regular review of progress with implementation of Gaelic Policy. (BnG)

Fèisean are asked to detail Gaelic development on an annual basis when completing their grant forms. This year we are asking them to detail how they have implemented the Gaelic policy to date and how they are to develop and strengthen this.

2.4 Establish family-based Fèis activities to strengthen the use of Gaelic (CS)

Ulpan classes were again made available to parents of those attending Fèis Eilean an Fhraoich in January, and we believe that this could be rolled out across a number of Fèisen. Fèis Lochabair received funding to run a family event and Maria will be working closely with other groups involved in the Lochaber Gaelic initiative to deliver this.

2.8 Continue to have an active role in delivering the National Gaelic Arts Strategy and supporting the work of the joint CS/BnG Gaelic Arts Officer (CS)

We maintain our support for the National Gaelic Arts Strategy which is currently being re-drafted. Regular contact is maintained between myself and the officer as well as Fèisean nan Gàidheal as a whole. I am due to meet the officer in the coming weeks.

2.10 Further work in supporting and developing new song writing in Gaelic, building on achievements in 2010. (CS)

We encourage young people at every opportunity to write new Gaelic songs. Blair Douglas ran a songwriting workshop at Fèis Alba which was enjoyed greatly by the participants.

2.13 Run a Gaelic medium teenage Fèis during the year (CS)

We will be running a Gaelic medium event for teenagers during Spring 2012. The week will involve music workshops, cultural expeditions, exploration of traditions and practical workshops in Crofting, Fishing and the Harris tweed Industry.

3.6 Run a Gaelic medium teenage Fèis during the year (CS)

Blas 2011 will run between 9 and 17 September. 35 concerts will be held across the Highlands in community halls and arts venues. Bidh program sgoile ann le còrr is 40 bùth-obrach. A schools programme will see more than 40 workshops being delivered in both primary and secondary schools.

Some of Gaeldom's most well know acts will appear at the festival alongside some of the world's best traditional groups among them; Julie Fowlis and her 'Heisgeir' commission, Kathleen Macinnes, Karen Matheson Band, Cherish the Ladies, Mànran Outside Track as well as the Fèis Ceilidh Trails and younger participants from Fèis na h-Òige and Fèis a' Bhaile.

This year the Fèis will work closely with the Camanachd association who this year will host the Camanachd Cup Final on the same day as the Blas Finale. Fèisean Ceilidh Trailers will entertain shinty supporters at the Bucht Park, Inverness and it is hoped that families will take advantage of the link up between Blas and the Camanachd association and make a day of it by attending both the match and the Grand finale in Eden Court.

We are also fortunate to have received Year of Scottish Island's Funding which has enabled us to programme a number of exciting events; Traditional Island Ceilidhs featuring some of our best known Gaelic singers and musicians, a new commission 'Heisgeir' from Julie Fowlis and 'Hallaig' featuring the works of Sorley Maclean.

Name	**Anne Willoughby**
Position	**Executive Manager**

Action/Outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

The work of the whole organisation is geared towards achieving this. We will be supporting more than 40 Fèisean during 2011-12 and, although we have a smaller team than in the past, will ensure that high standards of delivery are maintained.
On-going. Work of the whole organisation is geared towards achieving this and my role is financial support.

I manage the Business Officer, Training Officer and Child Protection Officer on a daily basis and give support and guidance to other staff as and when required.

Core funding 11/12
We have been keeping tight controls on financial matters up to 31 March 2011 and this is on-going.
I have worked closely with Andy Cumming in the preparation of year-end and management accounts. I submitted the first claim to HIE for £30,697.67, which has been received. The final claim for £3,686.20 has been submitted There was £47,498.04 outstanding at the end of the financial year and the majority of this has now been received.

Core funding 11/12
£23,696.20 50% payment has been received from Highland Council.
£152,500.00 first quarter payment, £30,000 2nd quarter has been received from Creative Scotland as per cashflow.
£31,250 x 2 quarterly payments have been received from Bòrd na Gàidhlig.

General Funding: I worked with Nicola Simpson to submit a first claim to to Highland LEADER+ for £25,698.48 for Cèilidh Trail funding.
A claim for £3,861 was also submitted to Argyll Leader+

I prepared financial papers for the Executive Group Meetings and Board Meetings.
I maintained a payroll for Feis a'Bhaile and Fèis Spè and have assisted with their recent Leader Claim.
I support the Fèisean by ensuring all grant payments are paid out per conditions of grant.
I ensure all YMIS payments are processed quickly and admin fees to all Feisean paid.
I give financial support to Blas Festival Ltd, budget monitoring, preparation of Vat returns, HMRC quarterly returns.
Grant Letters of Offer for 11/12 have been processed and grants due have been paid out to all the summer

Fèisean. The claims for annualised hours have been slow to-date.

1.1 Continue to operate as an organisations striving for excellence in delivery of services and projects, with sound governance and general working practices. (CS)

Last year we overhauled all our policies to ensure good governance and working practices and these will remain under review.

1.1 Plan to apply efficiencies of 3% (£3,750) of Bòrd na Gàidhlig funding from within running costs of the organisation towards new projects that will contribute towards increasing numbers of Gaelic speakers (BnG)

We have already made substanial savings on our telephone and franking machine rentals and we are confident this can be achieved.

1.2 Prepare a pay policy for the organisation for 2011-12 and beyond that is in line with the Scottish Government's Pay Policy. (BnG)

Fèisean nan Gàidheal operates within the pay policy for the public sector and is, therefore, closely aligned to the Scottish Government's Pay Policy.

1.3 Continue to run a Grants Scheme for Fèisean allowing investment in a variety of local activities (CS)

Grants scheme in place and grants pledged for 2011-12. Despite cuts to core funding grants to Fèisean have been kept at the same level as 10-11. Grants will be paid out as per agreements.

1.3 Support offered to at least 40 Fèisean from our Grants Scheme and through practical help. (BnG)

Grants offered to 44 Fèisean for 2011-12. From 01 April 2011, grants have been offered to 44 Fèisean (36 in HIE areas), 21 of which are in Fragile Areas, totalling £216,761.50 as detailed in the tables provided for Board meetings. Payments totalling £79,705.00 have been paid out to 27 Fèisean.

1.3 Support at least 30 Highlands and Islands Fèisean each year (HIE)

Grants offered to 37 Fèisean in the HIE area, 23 of which are in HIE Fragile Areas.

1.4 Continuation of Annualised Hours scheme

Annualised hours offered for 2011-12 as part of overall grant offer, with those Fèisean which have made the best use of them in the past having been given priority. A total of 2135 hours have been offered.
As a condition of funding, the Development Team continues to work closely with workers employed under this scheme.

1.4 Development Officer to be retained in Western Isles (CnES)

Jenna Cumming employed full-time with part funding from Comhairle nan Eilean Siar.

1.4 Development Officer to be retained in Argyll & Bute Council area (A&BC)

Christine MacIntyre employed full-time with part funding from Argyll & Bute Council.

1.5 Hold an Annual Conference (CS)

2011 Conference will be held in Dunblane Hydro on 23 and 24 September. Plans are underway for the 2011 Annual Conference and the Guest Speaker has been confirmed as Alasdair Allan, MSP. The AGM will take place on 23 September 2011.

1.6 Adequate insurance cover in place for Fèisean nan Gàidheal, its staff and all Fèis activities.

Policy reviewed and renewed in February 2011 with cover adjusted as appropriate. Insurance policy reviewed and renewed annually in February. Cover was previously extended to cover the offices in Inverness and Stornoway and contents cover updated for the Portree office, therefore there were no additional changes this year. Staff are requested to have their own business use insurance policies if using their own cars for company travel.

1.8 All tutors and volunteers involved in Fèisean must go through an enhanced Disclosure check.

Ongoing work undertaken by Sandy Gray as Disclosures continue to be renewed, under the new PVG scheme, on an ongoing basis as 3 years expire.
All Fèisean must submit a list of tutors before grant is released, which is cross-referenced to ensure they have a current Disclosure. Disclosures have been renewed on a rolling basis for those on the database as and when 3

years expire.
The current Disclosure Scotland process changed on 28 February 2011 to what is known as the Protection of Vulnerable Groups or P.V.G Scheme.
There are also cost implications, renewal under the P.V.G Scheme will cost £59.00 and updates will cost £18.00 – the current cost for disclosure is £23.00. The budgeted amounts have been changed to reflect this. Disclosures have been renewed on a rolling basis for those on the database as and when 3 years expire.

1.8 Continue to ensure good practice in relation to Child Protection within the new system introduced by Disclosure Scotland. (CS)

Policy updated and monitored on an ongoing basis and we are implementing changes to the system to comply with the PVG scheme.

1.13 Continue to support individual Fèis projects such as Fèis Bharraigh and Feis Spè expansion activities (CS)

Continuing to support Fèis Spè and Fèis Bharraigh with payroll and other services.

1.16 Working with other Gaelic organisations, local authorities, community representatives and Bòrd na Gàidhlig to expand *Iomairtean Gàidhlig* (Gaelic Initiatives) and deliver the main aims of Ginealach Ùr na Gàidhlig (BnG)

We are very willing to do this and will support Iomairtean in areas where we have staff, as well as the Fèisean within those areas. We are make our facilities available to them and expect to achieve the 500 hours of staff time required during 2011-12. Fèisean nan Gàidheal is making efforts to improve the level of Gaelic in the Portree area, by holding regular lunch-time sessions, once a week, to allow people the opportunity to come along and speak Gaelic in a sociable way, and to improve their skills.

2.12 Produce research on the creation of a Fèis 'cultural hub' providing social, performance and teaching spaces, exploiting distance learning technology and links to creative industries, within a fragile Gaelic community (HIE

We have offered financial assistance to Ceòlas towards the costs of a feasibility study to establish a cultural hub in South Uist, which will benefit the Uist Fèisean also.

CPD

I have started studying for the CIMA Professional Accountancy Qualification - Advanced Diploma In Management Accounting (Ad Dip MA)

Name **Iona MacDonald**
Position **Training and Policy Officer**

Action/Outcome

Progress

1.4 Supporting volunteers: Policies are made as easy as possible for volunteers to deliver; continuation of Annualised Hours scheme

Each policy was reviewed in January 2011, and the risk register updated. Fèis Trèanaidh 2011 was held in March, covering a range of training workshops for Fèis organisers. A new Volunteer Policy was produced and agreed. Fèis Trèanaidh 2012 to be held in Inverness (Ramada/Caley).

1.5 Annual Conference.

Dunblane Hydro
A session on Alexander Technique has been arranged, led by Sandra Riddell in the early afternoon of Friday 23 September for those arriving early and not attending the Board Meeting. A cèilidh band (Lex Keith and Jean Ann Callender) is arranged for the evening of 23 Sept, and conference programme arranged for Saturday 24th – Gaelic Policy, Tobar an Dualchais (Mairead Dhòmhnallach) and Alasdair Allan MSP

1.15 Annual Training Programme – providing training to 30 fèisean each year and at least 75 tutors and fèis organisers

These targets are likely to be met between tutors' training in February 2012, FT12 in March 2012, and Gaelic training (Ùlpan etc) for tutors during the year to 31 March.

1.15 Staff to be involved in at least 4 Gaelic language training days (BnG)

Ongoing. The next Gaelic training day is on 26 October 2011, at the FnG offices at 111 Academy Street. The workshop will be led by Gilleasbuig Ferguson.

2.3 Develop mechanisms for the delivery of our Gaelic Language Policy within Fèisean nan Gàidheal

Assisting the development officers to achieve this. The research project to determine training needs among tutors,and which has received financial assistance from Soillse at SMO, is now complete and training is being implemented.

2.7 Encourage local Fèisean to archive material which could be utilised in teaching situations in their area

Should money be available, there is an idea for a fèis cookbook which would include local and social history from different areas.

2.8 Gaelic Arts Strategic Development

Assisting where required.

3.4 Other formal educational work

Involved in the teaching of university modules at Sabhal Mòr Ostaig (Teaching Music 1) as lead lecturer, as well as including SMO students in the Tutor Training weekend as a formal part of their course
Lectured to "Ainmeil thar Cheudan" at SMO, on oral and social history collected from the Maclean family.
Published (as second author, with Mark Sheridan and Charles Byrne) Gaelic singing and oral tradition in International Journal of Music Education Volume 29 Issue 2, May 2011 (pdf available)

3.7 Music Bursaries Scheme: Deliver a programme of Music Bursaries within the Highland Council area as part of the new Highland Arts Partnership Programme (HC)

47 applications were received between the two rounds, all of which are complete and final payments made. Applications were received from representatives of different musical genres, as well as traditional music, such as indie and thrash metal. Dealing with other musicians was a very enjoyable experience.

Eile **Develop Level 3 course for fèis tutors**

Level 3 has now been developed and was offered at the Tutor training weekend at SMO this year (26/27 February) as well as Levels 1 and 2. 6 students registered on Level 3 which is a two-part course – college-based and practical. The 3 levels ran very successfully, and utilised existing teaching staff to most effect.

Submit 2 applications to funding bodies for the purpose of progressing training opportunities

Application to Soillse for Gaelic research - £3000 Final part to be received.
SMO will pay £300 plus expenses for lecturing/marking time on their module, Teaching Music 1
Applications were made to ESF and to LEADER for funding for Gaelic tutor training, but were refused.
An application to Creative Scotland/YMI has been made. Further sources are sought.

Progress with in-house training programme within available budget

Progressing. Gaelic and "Resilience" are the only items on the calendar at present, though staff will be encouraged to take advantage of workshops during Fèis Trèanaidh. Staff will be involved in different training sessions according to requirements identified at their appraisals.

Complete all preparations for Fèis Trèanaidh 2012, and distribute information. Draft to be complete by 31.10.11

Preparations in hand for 2012 (10/11 March, Ramada Inverness). Recording and Podcasting, and Manual Handling are already on the timetable.

Other responsibilities:

Celtic Neighbours – this project has its main office in Wales, and has international plans to bring people and projects from the Celtic areas (Scotland, Ireland, Wales in particular) together for mutual benefit. The visual arts exhibition, Tìr, which opened in Wales in November toured to Celtic Connections in Glasgow, (included an inter-Celtic musical programme), Taigh Chearsabhagh and Sabhal Mòr Ostaig. I am on the steering committee. It is likely that this could contribute to **target 1.18 – International Links**

The music group, "Tìr" took part at Celtic Connections (and were recorded for Horo Gheallaidh by MacTV, the series to be broadcast from 22 September), and the visual art exhibition was also hung in the Royal Concert Hall during the festival. CN have been talking with myself and Dougie Beck regarding a multi-arts project (music, drama, language, based on Y Mabinogi, a Welsh mythical tale with Irish/Scottish elements). It will involve young people from Wales, Scotland and Ireland. The performance date for this event (Branwen) is planned for Easter 2012, in Dingle.

The last committee meeting and "Branwen" meeting took place at Sabhal Mòr Ostaig on 10 May.

A tour is being arranged for the singing group in S. Wales/London early in 2012, and for a tour of Ireland in May 2012.

Name	**Moreen Pringle**
Position	**Business Officer**

Action/Outcome

Progress

1.5 Hold an Annual Conference (CS)
This year's AGM will take place in Dunblane Hydro on 23/24 September.

1.7 Regular lending of instruments to Fèisean
Instruments have been well used by Fèisean throughout the year. Demand still remains high despite a number of Fèisean having their own instrument banks. Instruments have been sent out to Fèis Ghallaibh, Fèis Mhoireibh, Fèis an t-Sratha, Fèis Obar Pheallaidh, Fèis Cataibh, Fèis Tir an Eorna, Fèis na h-Oige, Fèis Eilean na Hearadh, Fèis Tir a' Mhurain, Fèis nan Garbh Chriochan, Fèis Eilean an Fhraoich, Fèis Arainn, Fèis Thròndarnais, and Fèis Lannraig a' Tuath.

Demand for instruments is difficult to predict as certain instruments are more popular from year to year perhaps due to tutor availability. The demand for clàrsaich remains high due to cost factors.

In total we currently have hire contracts for:

19 Clàrsaich, 13 Fiddles, 2 Smallpipes, 15 Accordions

1.8 All tutors and volunteers involved in Fèisean must go through an enhanced Disclosure check.
All Fèisean must submit a list of tutors before grant is released, which is cross-referenced to ensure they have a current Disclosure.

1.9 Maintenance of a Fèis Tutors database
Efforts are made to keep the database as up to date as possible.

1.10 Developing, distributing and selling publications
We are currently working on selling as many as possible through Fèisean, shops etc. Website shop has now been set up on www.feisean.org/shop.html.

1.11 Production and distribution of regular news and other information
The June edition of Faileas was produced and put on the website.
The next edition will be produced in September.

1.19 Promotion and Marketing
Along with support from Fèisean and Lead Officers this is now being progressed.
Fèis products are available through our online shop at www.feisean.org but there is potential for greater sales.

1.20 Website and ICT
Our new Website has now gone live. The Website www.feisean.org continues to be updated on a regular basis by myself and other staff as appropriate.

3.1 Youth Music Initiative contract in Highland
New Gaelic whistle book produced by Taigh na Teud in association with Fèisean nan Gàidheal and Stòrlann to be distributed more widely.
We supply tin whistles and other instruments to YMI tutors as required.

Name	**Dougie Beck**
Position	**Drama Officer**

Action/outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

As a member of the team which looks at the Gaelic Policy I offer help and advice to the Fèisean, and also to other groups which approach us.

1.1 Plan to apply efficiencies of 3% (£3,750) of Bòrd na Gàidhlig funding from within running costs of the organisation towards new projects that will contribute towards increasing numbers of Gaelic speakers (BnG)

I am making progress in terms of reducing my travel by holding meetings over the phone or Skype. I have also reduced the numbers of nights away which are payable by Fèisean nan Gàidheal, and I have also reduced my food costs. Instead of buying new props for every play we do, we are trying to make better use of resources we have already.

1.10 Continue to maximise income from sales of publications

We have some Biorachan Beag agus Biorachan Mòr books left, and we have an ongoing programme of trying to get rid of them!

1.11 Production and distribution of regular news and other information

I contribute to every edition of Faileas, and I also occasionally contribute to other groups' newsletters.

1.16 Expand partnership opportunities with other arts and Gaelic organisations, as well as public bodies, and continue to work with existing forums, including the Scottish Traditional Music Forum. (CS)

We are constantly trying to expand the work which goes on with other groups. We are maintaining the link with NTS, based around Culloden. We will be working with CnaG in Lochaber on after-school clubs (newspaper production). As can be seen below, we are going to be working with Stòrlann on a drama tour, and we will be working with the Highland Council in Inverness and Dingwall on the drama club project. We hope that the link with MG ALBA will continue regarding the Sgoil Shamhraidh.

2.2 Continue to implement Fèisean nan Gàidheal's Gaelic Policy through services offered to all the Fèisean through its staff and special projects as appropriate.

I follow the policy in all my work, and I am involved in several projects to implement it, such as Sgioba G. I was also involved in the production of a Gaelic booklet for Fèis Rois.

2.2 Provide support for Fèisean with Gaelic language activities utilising our G-Team. (CS)

As stated above, I am involved in the delivery of Sgioba G, and also in the production of its resources. I recently delivered it at Fèis Lochabair, and I have prepared materials for Fèis Mhoireibh, Fèis Inbhir Narann, Fèis Bharraigh and Fèis a' Bhaile. I am constantly on the lookout for new games etc which could be useful for the project. Some of these activities have been put to use recently in primary schools. This use has also allowed us to develop them further.

2.4 Ensure commitment to Gaelic in new Fèisean.

I am generally involved in the production of Gaelic support materials for new Fèisean.

2.5 Continue development of Gaelic drama activities including a Gaelic Drama Summer School and, if funding allows, touring by the Meanbh-Chuileag theatre-in-education group (CS)

Four Sgoiltean Samhraidh have taken place since FnG took over the initiative, and since then 70 teenagers have used the service. In 2011 the number of participants rose by 50% compared to the previous year, and most of these have indicated that they would like to return. We are almost certain that SSD2012 will take place between 2 and 14 July 2012 – probably in Portree, but will some significant changes to the format. Meanbh-chuileag will be on the road four times between now and Easter: two EM tours (one in Kintyre and Arran, and another in the North), a panto (which is being written just now) and a large nationwide GM tour.

2.5 Six weeks of schools touring to be carried out by Meanbh-Chuileag. (BnG)

Meanbh-chuileag will be working closely with Stòrlann to produce the 2012 GM tour. We will be using the traditional story MacCodruim nan Ròn from the new book Mar a Chuala Mise e, which was recently published. We used this story as the basis of a play around ten years ago, and it was one of our most successful. The tour will be starting in January (we have confirmed 2 out of 3 of our actors). In addition to the play itself, we will be working on support materials.

2.5 At least 80 Gaelic drama workshops to be supported (BnG)
FnG has a lot of drama work ahead, a lot of which has got going already. We will be delivering drama workshops in GM schools in Skye, Uist and Barra, Lewis and Harris and Lochaber and Argyll. This work has started already in Skye, and the next workshops will be starting next term, with the rest starting in the new year. We have been talking to high school students, and we are confident that after-school clubs will be starting in some areas next term.

2.5 Continue to run a series of Gaelic drama Fèisean (CS)
Some of the drama projects which will be happening in primary schools will include a performance element. This will certainly be happening in Lochaber/Argyll and we are looking at opportunities in other areas.

2.5 Stage an annual Fèis Drama Summer School and work towards an agreement with MG Alba for the further professional development of 'graduates' (HIE)
The final performances of SSD2011 were held in partnership with MG ALBA in their studio in Sleat. This evening was very successful, with a good audience, and the facilities were perfect for this kind of event. Plans have only just started for SSD2012, but we hope to develop this partnership, perhaps looking at ongoing activities for young actors.

2.5 At least 20 Gaelic-speaking participants to take part in Sgoil Shamhraidh Dhràma 2011. (BnG)
We had 24 young actors at SSD2011 – an increase of 50% on last year. The audience was about 100 – an increase of 185% on previous years. This confirms that it made sense to move the evening out of Portree.

2.13 Continue to support activities for teenagers
In addition to SSD we have several projects planned for this year, as stated above. After-school clubs will take place from Christmas term onwards.

3.4 Other formal educational work
As stated above, we will be involved in projects in primaries and secondaries across Scotland, most connected to drama teaching. The Stòrlann partnership will be very useful in terms of building links with schools and other groups. I am currently working in Lochaber, Wester Ross and Inverness-shire schools giving pupils a chance to learn a little Gaelic, and most teachers have indicated that they would like to carry on with projects like this. There is also demand for similar projects in Argyll.

Name	**Angus Macleod**
Position	**Drama Officer**

Action/outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)
Work of whole organisation is geared towards achieving this.
I assisted Sabhal Mòr Ostaig work placement student Calum McConnell in taking stock of available G Team teaching packs and resources.
Teaching packs with additional games and activities will be prepared during September and October to be used by the G Team at Fèis a' Bhaile and Fèis Spè in the October school holidays.

1.16 Expand partnership opportunities with other arts and Gaelic organisations, as well as public bodies, and continue to work with existing forums, including the Scottish Traditional Music Forum. (CS)
Expand, wherever possible, partnership opportunities with other organisations both within and out with the Gaelic community, and continue to work with existing forums. (SAC)
Eden Court
Following partnership in the drama for radio project and the Gaelic Drama Summer School in 2010/2011, further links with Eden Court and Gaelic Drama worker Roddy Nicolson will continue in the 2011/2012 school year with efforts to establish a Gaelic Drama After-School Club in the Inverness and Dingwall area.

BBC Alba
We worked with the Aileag production team during the radio drama project in 2009/ 2010 and again in

2010/2011 and are looking at other collaborative opportunities at BBC Radio nan Gàidheal during the year ahead.

Highland Council
Several Gaelic drama workshops were provided at the Bun-sgoil Ghàidhlig Inbhir Nis Gala day on the 11th of June.

On the 2nd of September a meeting was held with Dolina Grant, Highland Council's Gaelic Community Officer for the Inverness area. She is able to support Fèisean nan Gàidheal and Eden Court in their current efforts to set up an after school Gaelic Drama club for secondary pupils in the Inverness and Dingwall area.

Storlann
Partnership with Storlann was recently established following a meeting on the 1st of September to dramatise a number of stories from the 'Mar a chuala mis' e' childrens story book and provide a 'legacy' resource which will benefit both teachers and pupils.
The partnership will result in their support for a nationwide Meanbh-chuileag tour scheduled to take place in the new year and teaching resources which will be prepared and provided by Fèisean nan Gàidheal.

Staff Training
A 'Resilience Training Seminar' was held on the 18th and 19th of August with staff from Fèisean nan Gàidheal, Fèis Rois, Eden Court and An Lochrann in attendence. The seminar included a session on 'Fundraising skills' and 'Managing Multiple Priorities' and was provided by 'The Management Centre'.
Another two day training course is planned for the 27th and 28th of October.

Scottish Learning Festival - 21 & 22 September
Bord na Gàidhlig has bought a pitch at the Scottish Learning Festival which will take place at the SECC in Glasgow on the 21st and 22nd of September. Fèisean nan Gàidheal have accepted their offer to attend the festival to highlight our work with schools with Meanbh-chuileag, An Sgoil Shamhraidh Dhràma and other drama projects. The following organisations will also feature:

- CnaG
- BnaG – Early Years Team
- Storlann
- Gaelic Books Council

2.2 Provide support for Fèisean with Gaelic language activities utilising our G-Team. (CS)
See above

2.5 Continue development of Gaelic drama activities including a Gaelic Drama Summer School and, if funding allows, touring by the Meanbh-Chuileag theatre-in-education group (CS)
See below

2.5 Six weeks of schools touring to be carried out by Meanbh-Chuileag. (BnG)
Meanbh-chuileag are planning to tour a play for English mainstream primary schools in the Isle of Arran and Loch Fyne area in November. The tour will take place between the 7th and 18th of the month with a rehearsal week planned for the 24th of October. The play will be produced and performed by Fèisean nan Gàidheal.

Meanbh-cuileag will also be producing and performing a Christmas play which will be toured between the 12th and 16th of December with a rehearsal week scheduled for the week of the 28th of November.

Meanbh-chuileag's nationwide tour of MacCodruim nan Ròn is to recieve financial support from Storlann and will see rehearsals take place in January and the tour held during February and March. Freelance actors are to be employed for this production.

2.5 At least 80 Gaelic drama workshops to be supported (BnG)
This year the Fèisean nan Gàidheal drama team are providing a new drama service for Gaelic Medium Primary Schools.
The 'Sgilean Dràma' project consists of a series of workshops to be delivered regularly throughout the year and see participating pupils receive tuition in a wide variety of drama skills through the medium of Gaelic .
I began delivering workshops in the Skye and Lochalsh area at the beginning of September with seven Gaelic medium schools participating and involves 9 groups.

2.5 Stage an annual Fèis Drama Summer School and work towards an agreement with MG Alba for the further professional development of 'graduates' (HIE)

I worked with Dougie in implementing the plans for SSD2011 and provided administrative and supervisory support during the running of the summer school.

MG Alba supported the Gaelic Drama School in their provision of a performance space in the form of Studio FÀS at Sabhal Mòr Ostaig which included access to studio staff and facilities. A drinks and buffet reception was also provided.

2.5 At least 20 Gaelic-speaking participants to take part in Sgoil Shamhraidh Dhràma 2011. (BnG)

- Although no applications were recieved from Lewis or Harris the numbers of students are the highest ever for the Gaelic Drama Summer School with 24 teenagers receiving a place.
- The performance evening was held in Studio Fàs, Sabhal Mòr Ostaig, Sleat in partnership with Fèis Alba.
- An estimate of at least 100 were in attendance for the final perfomance night which was very well recieved.

Performances from both An Sgoil Shamhraidh Dhràma and Fèis Alba were filmed using 2 professional cameras. Once edited, copies will be made available to participants and footage will be used to promote both Fèis Alba and an Sgoil Shamhraidh Dhràma.

2.13 Continue to support activities for teenagers

After School Drama Clubs

Fèisean nan Gàidheal is currently researching the possibility of establishing a number of after school drama clubs for teenage Gaelic speakers in Highland region.
Questionnaires have been sent to the Gaelic departments at Lochaber High School, Portree High School, Dingwall Academy, Ullapool High School, Inverness Royal Academy, Millburn Academy, Culloden Academy and Charleston Academy.
If there is enough demand, Fèisean nan Gàidheal intend to provide the support to establish a club which will be held regularly throughout the year.

Ullapool High School – Drama workshops Funding

In celebration of 25 years of Gaelic Medium Education, Gaelic speaking pupils from the first, third and fourth year of Ullapool High School are to receive a series of drama workshops with a view to producing a play to be performed at Ullapool primary after the October holidays.

Gaelic Drama Summer School

Following its 4th year, the Drama Summer School is the biggest initiative we are currently involved with catering for teenagers. 24 teenagers attended the Gaelic Drama Summer School in 2011.

3.4 Other formal educational work

As was explained above we are involved in numerous projects with schools throughout Scotland.

Name	**Nicola Simpson**
Position	**Senior Development Officer**

Action/Outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

Fèis Chataibh and Fèis na h-Òige both held their annual summer Fèisean in the first week of the school holidays. Fèis Chataibh welcomed more than ninety participants all of whom had a great week, while Fèis na h-Oige welcomed twenty nine children to the main Fèis and twelve under-eights to the Fèis Bheag.

July also saw the launch of the Fèis Chataibh Ceilidh Trail which kicked off with a joint Ceilidh with Fèis a' Chaolais. In the afternoon before the ceilidh, Ceilidh Trail participants worked with a group of younger Fèis a' Chaolais participants to prepare several pieces to play at the concert and both groups were well received by the audience.

In June I jointly tutored two workshops along with Maggie MacDonald as part of the new Sgoil Bardachd taking place in Applecross, this was a joint venture between Fèis Rois and Fèis a' Bhealaich and both the school session in Lochcarron and the open, family taster session in Applecross Hall were well received. Fèis a' Bhealaich hope to run another similar event before the end of September.

At the beginning of August Fèis an Iar Thuath were involved in a day of Gaelic activities in Scourie which was rounded off with a Ceilidh dance with the Fèis Chataibh Ceilidh Trail, although the planned Fèis workshops did not go ahead due to too many families being away on holiday the day proved to be a great fundraiser as well an excellent community event.

At the end of August, Fèis na h-Òige ran their second Piping weekend at Badaguish Outdoor Centre which this year included a new drumming element. In the run-up to the event I helped the Fèis to secure funding from both Bòrd na Gàidhlig and 'People Making Waves'. The weekend was a great success with seventeen participants enjoying great tuition and outdoor activities

In the coming weeks I will be working closely with Fèis a' Bhaile to prepare for their main Fèis which will take place from the 17th to 21st October in Millburn Academy. Participants will also be participating in Blas 2011 with a joint performance with Fèis na h-Òige.

The twenty first Fèis Spe will also be taking place in the October holidays and a special celebratory concert will take place in the Ptarmigan Restaurant during Blas to celebrate this milestone. Over the coming months I will continue to work with the Fèis Spè board and development officers to secure funding for their projects from 2012 onwards.

1.4 Continue with excellent support mechanisms for individual Fèisean through the development of our system of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services (CS)

I continue to support all Fèisean in my area and have regular contact with them and other Fèisean involved in running Ceilidh Trails. I keep in close contact with the development team and other staff to share information and resources and provide the best possible service to the Fèisean.

On Monday 5th September I attended the AGM of Fèis Mhoireibh, who have had another successful year and are planning to develop their follow-on classes and an adult-learners Gaelic class over the coming months. I will also attend the AGM of Fèis Chataibh later this month.

Over the coming months I plan to arrange meetings with all my Fèisean in order to complete their grant application forms for next year.

1.4 **Development Officer to be retained in Western Isles (CnES)**

I continue to support the Western Isles Development Officer on a day to day basis.

1.4 Development Officer to be retained in Argyll & Bute Council area (A&BC)

I continue to support the Argyll Development Officer on a day to day basis.

1.12 Support the establishment of new Fèisean where communities request assistance and funding allows (CS)

The latest Fèis to be established in my area is Fèis an Iar Thuath, since their initial event they have run a day of Gaelic activities which included a ceilidh with the Fèis Chataibh Ceilidh Trail and I am working with them to plan a group-work class over the winter.

1.13 Continue to support individual Fèis projects such as Fèis Bharraigh and Feis Spè expansion activities (CS)

I continue to support Fèis Spè on an on-going basis. At present I am working with them to plan for the end of their current project and I am working with them to submit an application to the Creative Scotland – Creative Places Award scheme.

1.14 Inter-Fèis activities

The Ceilidh Trails have provided a great platform for Inter-fèis activity over the summer. The Argyll and Lochaber Trails teamed up for a concert as did the Skye and Ross-shire groups and the Sutherland Ceilidh Trailers teamed up with Fèis a' Chaolais for a Ceilidh in Bonar Bridge.

1.19 Increase media coverage of the Fèis movement through at least twelve instances of coverage in local/regional media, three instances of national coverage, and one instance of United Kingdom-wide coverage per year (HIE)

Over the summer I have written several press-releases for the Ceilidh Trails and they have received additional

coverage in local press such as the Northern Times and the Oban Times and web-sites such as Highland Perthshire News.

2.1 Ensure Gaelic is an integral part of all Fèisean, in line with fèisean nan Gàidheal's Gaelic Policy. (HC)

I will be reviewing the Gaelic plans for all my Fèisean when I meet with them in the coming months to complete their main grant forms.

2.6 In partnership with Fèisean, and with investment from LEADER, continue to support a network of Cèilidh Trails (CS)

With funding from LEADER, six Ceilidh Trails have taken place over the summer. More than one hundred gigs have taken place across the country. I continue to work closely with Anne to claim funding as appropriate and make sure all funding criteria are met.

In July I spent two weeks in Plockton at Fèis Alba, assisting the Ceilidh Trails with their preparations for going out on tour. I also spent three days supervising the Fèis Rois Trail and attended performances by the Sutherland, Argyll and Lochaber Trails.

2.6 Expand and strengthen the Fèis Cèilidh Trails initiative, including coordinating and promoting the initiative nationally and internationally as a cultural tourism product (HIE)

I have worked closely with Ronan Martin to design and produce new marketing materials for the Ceilidh Trails which have helped to raise the profile of the Trails and link them together as part of one project.

Over the summer I have worked with Fèis Fhoirt and they will be undertaking a mini-tour in the Stirling-shire area in September. I will work with the Fèis committee over the winter to secure funding for a Ceilidh Trail next summer.

2.6 Work with others to produce a Dance Instruction DVD covering cèilidh dances that will be used at Fèisean, Cèilidh Trails and in other situations (CS)

This project has taken a long time to progress but I have prepared an application to the Trad Arts small grants fund which will be submitted before the end of September. I will also be looking for opportunities to apply for match funding for this project.

2.10 Further work in supporting and developing new song writing in Gaelic, building on achievements in 2010. (CS)

As part of Fèis Alba all Ceilidh Trail participants took part in a song writing workshop with Blair Douglas. The workshops were great fun as well as inspiring some groups to develop material which they could use on tour.

2.13 Continue to support activities for teenagers

In the last few weeks I have assisted Maria with the preparations for the teenage Fèis in Lochaber. This is the only teenage specific event I have been involved in but the Ceilidh Trails involved 43 participants this year all of whom were aged between sixteen and twenty. Although each Trail only offers a maximum of eight places on each Ceilidh Trail, some areas had many more applications.

3.6 Raise the profile of the Fèis movement through dedicated showcase events, and in other opportunities as they arise. (CS)

Three Ceilidh Trail groups will perform at the Camanachd Cup Final on the 17th September and a number of my Fèisean will perform as part of the Blas Festival. In addition to their main summer tours, a number of the Ceilidh Trails have performed at a range of additional events such as the Fringe, The Aberdeen International Youth Festival and The Celtic Congress.

3.8 Development of Blas – Celebrating the Highlands

I continue to represent the Fèisean on the Blas Action Group and will be attending various events at Blas in the coming week.

Name	**Maria MacInnes**
Position	**Lochaber Development Officer**

Action/Outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

I have regular contact with the nine Fèisean I support. I attended several of the summer Fèisean and was on hand to help them if needed at any point.

- Fèis nan Garbh Chrìochan had a successful week ending with a great concert on the Friday afternoon, which had a warm community atmosphere.
- Fèis Gleann Albainn had over 50 children take part in their Fèis, which ended with a climbing frame and water fight on the final day – an event both participants and tutors enjoyed!
- Fèis Lannraig a' Tuath had a busy week, with an impressive effort made with Gàidhlig throughout their Fèis. The final concert was a popular event, with a modern twist which the children loved.

I have attended Steering Group meetings to organise Fèis nan Deugairean which will take place in October 2011 and hope to meet with the Steering Group in mid-September to finalise plans for Fèis nan Deugairean.

1.4 Continue with excellent support mechanisms for individual Fèisean through the development of our system of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services (CS)

I maintain regular contact with my Fèisean through email and phone calls, attend meetings regularly and help individual Fèisean with their needs as there first point of contact.

1.11 Production and distribution of regular news and other information

I regularly send emails to my Fèis committees, other local Arts organisations and local media with news and promoting events. I also update the website with any Fèis news.

1.14 Inter-Fèis activities

Fèisean Lochabair (Fèis Lochabair, Fèis nan Garbh Chrìochan, Fèis Òigridh na Mara, Fèis Eige) have come together to create Fèis nan Deugairean that will take place in Lochaber High School in 8 – 10 October 2011. This Fèis is only for teenagers in the Lochaber area. Fèisean Lochabair also came together for the Cèilidh Trail event, which saw Lochabair Cèilidh Trail train with Argyll Cèilidh Trail at Fèis Alba in Plockton.

1.16 Working with other Gaelic organisations, local authorities, community representatives and Bòrd na Gàidhlig to expand *Iomairtean Gàidhlig* (Gaelic Initiatives) and deliver the main aims of Ginealach Ùr na Gàidhlig (BnG)

I have attended Iomairt and Comunn na Pàrant meetings and I am arranging for a table for both organisations at Blas events, where they can promote the language. I hope to meet with both Iomairt Lochabair and Bòrd na Gàidhlig in the coming weeks to discuss the possibility of a day event for parents and children who wish to learn Gaelic, through Fèis Lochabair. I also hope to discuss the potential of a local newsletter/paper, which local pupils would create in Gaelic, working with Iomairt Lochabair.

2.1 Ensure Gaelic is an integral part of all Fèisean, in line with fèisean nan Gàidheal's Gaelic Policy. (HC)

I will be meeting with Fèisean shortly to discuss individual Gaelic plans for each Fèis. This will allow for each Fèis to ensure that Gaelic is at the core of their activities and define how they will develop Gaelic language use in future events.

I have approached Sabhal Mòr Ostaig, hoping to undertake their Sgilean Sgriobhaidh online course. This will improve my own Gaelic and therefore allow me to help Fèisean with their Gaelic Policies.

2.5 Development of Gaelic Drama

Along with Dougie Beck, I hope to create a Lochaber Drama Group which will consist of fortnightly classes for teenagers who are fluent Gaelic speakers in Lochaber High School. This is something we hope to begin after the October School Holidays.

2.13 Continue to support activities for teenagers

Fèis nan Deugairean will take place in October 2011 in Lochaber High School and is exclusively for teenagers in the Lochaber area. It will be a three day event and travel is available for participants from Acharacle and Mallag. Along with traditional musical classes, media subjects are also available. A range of local musicians are tutoring at the Fèis; Angus Binnie, Coll MacDonald, Finlay Wells, Ingrid Henderson, Rachel Walker, & Sìleas Sinclair.

Name	**Jenna Morrison**

Position **Development Officer**

Action/Outcome

Progress

1.1 Continue to support and develop at least 40 individual Fèisean, widening their range of activities and establishing best working practice. (CS)

Since my last report several Fèisean have successfully taken place in the Western Isles and on the Isle of Skye also. A greater number of participants took part in each of the Fèisean this year and Fèis Thròndairnis was re-launched in August after seven years in hibernation.

Fèis Eilean na Hearadh, 4 – 8 July, celebrated 20 years of tuition with a special buffet and cèilidh dance on Friday evening, attracting 150 or so including past tutors, former participants and committee members as well as parents and family of present participates. 65 children attended the Fèis this year. Fèis Eilean na Hearadh will hold their AGM on 22 Sept as part of the Harris Arts & Heritage group.

Fèis Tir an Eòrna, 4 – 8 July, was attended by 80 children who spent the week in Paible School, North Uist. A coffee morning was included in the programme of events for parents wishing to find out more about the Fèis and Gaelic education. The Fèis committee also commissioned a new logo this year by local company Hebridean Graphics.

Fèis Tìr a' Mhurain, 10 – 15 July, took place in Iochdar School this summer with 93 children attending the Gaelic Medium Fèis. The Fèis commenced with the Fèis Fun run held on Sunday afternoon. 56 participants, young and old, completed 3 miles around the village of Stoneybridge followed by light refreshments and entertainment by Còmhlan Tìr a' Mhurain. The Fèis AGM will take place on 8 October.

Fèis Bharraigh, 10 – 16 July, provided an excellent and varied programme of events this year including the return of the Buntata 's Sgadan night, the tutor's cèilidh which was held in Kismul Castle this year and a dancing competition on the Saturday following the Fèis. Fèis Bharraigh also hosted the first performance of the highly acclaimed 'Pipes and Strings' tour which involved musicians with a strong connection to the island. 130 attended the Fèis, which offers tuition from age 4 to 18 years.

Fèis Eilean an Fhraoich, 25 – 29 July, offered young people a varied choice of instruments during Fèis week as well as running a Teenage Feis for participants over 13 years of age. 188 young people attended the Fèis which was held in the Nicolson institute. The final concert was a success, attracting a lot of families and the Fèis was brought to a close with everyone singing Eilean Fraoich.

Fèis Thròndairnis, 1 – 5 August, took place in Staffin Primary school and village hall after an interval of 7 years. The Fèis was a tremendous success with 40 children participating in instrumental classes as well as shinty, country dancing and drama. Evening entertainment included two barn dances, the final concert and a treasure hunt around the village of Staffin.

1.4 Continue with excellent support mechanisms for individual Fèisean through the development of our system of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services (CS)

Prior to the summer holidays I was in regular contact with each member Fèis, providing advice and liaising with other members of staff to provide a number of services in the run up to each individual Fèis including instrument hire and transportation, updating application forms, tutor contracts and publicity materials, translations and contacting tutors. I visited most Fèisean for a minimum of one day. Unfortunately, I was unable to visit Fèis Bharraigh due to another Fèis project in Stornoway.

I am currently in the process of coordinating several meetings throughout the Western Isles with Fèis committees to examine the success of this year's Fèis. The meeting will also look at next year's event and highlight possible changes and/or additional activities and services to the existing format.

2.1 Ensure Gaelic is an integral part of all Fèisean, in line with fèisean nan Gàidheal's Gaelic Policy. (HC)

During my Fèis visits Gaelic was clearly visible in all premises through signage, Fèis merchandise and timetables. Some Fèisean also play Radio nan Gaidheal or Gaelic CDS during breaks. A number of Fèisean have included a specific time in the timetable for a Fèis song which is performed as part of the final concert.

2.4 An increasing number of GM Fèisean and activities for parents to work with their children through the medium of Gaelic.

The committee of Fèis Thròndairnis have agreed that the Fèis should be run in Gaelic, employing Gaelic speaking tutors where possible and ensuring Gaelic is the spoken language during break times, in the staff room and during all concerts. A positive report from a non-Gaelic speaking participate indicated that their first experience of the Fèis was most enjoyable and they enjoyed learning Gaelic songs.

2.6 In partnership with Fèisean, and with investment from LEADER, continue to support a network of Cèilidh Trails (CS)

Fèis an Earraich implemented a successful Ceilidh Trail this summer coordinated by Murdo Cameron, a former Cèilidh trail participant. As part of the trail the group attended Fèis Alba, a training facility in Plockton specifically for cèilidh trail groups. Following this the 8-piece band embarked on a 15 day tour throughout Skye and Lochalsh, performing 26 gigs, including sessions on the Calmac crossings from Uig to Tarbert and Mallaig to Armadale. The group will perform as part of the Blas Festival on the 10th and 17th of September.

2.7 Coordinate at least six local cultural heritage projects led by Fèisean participants in local areas, creating freely available localised online resources (HIE)

Fèis Bharraigh have received funding from Bòrd na Gàidhlig to implement an archiving project on the island in partnership with Cobhair Bharraigh, who have a little experience in the field of research within Cobhair Bharraigh itself. It is hoped this new project will involve the wider community and the result will be a resource that is informative and accessible. A flyer was created by Calum McConnell, our summer placement student, and distributed during Fèis week to promote the project.

2.13 Continue to support activities for teenagers

Fèis Eilean an Fhraoich continues to offer participants over 14 years of age the chance to opt for the teenage Fèis during Fèis week. The Fèis, which has been running for 4 years, gives participants the opportunity to develop their groupwork skills and enhance their performance skills. Classes include Stage skills, groupwork, Gaelic song and a Tutor skills session should anyone wish to become a tutor when they turn 18. The Fèis continues to attract between 10 & 15 participants each year. Fèis Tir an Eòrna are also considering putting in place a new event for teenagers next year.

Oidhche Chiadain are hoping to launch their debut album, Ciaradh, in October during the Royal National Mòd. The CD will feature 12 tracks, 6 of which are Gaelic songs.

3.6 Raise the profile of the Fèis movement through dedicated showcase events, and in other opportunities as they arise. (CS)

I continue to maintain regular contact with the Hebridean Celtic Festival who are very keen for Fèis participants to perform during their Festival in July. This year Còmhlan Tir a' Mhurain launched the start of the festival with a terrific opening concert on Wednesday 13 July, An Lanntair, Stornoway. Feedback sought from the small number of audience members present during their performance indicate that they thoroughly enjoyed the show. As part of the project, which was funded by Scotland's Island, Bòrd na Gàidhlig and Community Education, the group stayed in Stornoway for four nights, enabling them to attend the 'Big blue' on Thursday and Friday night, meet members of popular new band Mànran, and perform live on Radio nan Gaidheal and visit Aileag and Isle FM to pre-record for future programmes.

Name	**Christine MacIntyre**
Position	**Development Officer Argyll**

Action/Outcome

Progress

1.1 Continue to support and develop at least 9 individual Fèisean, widening their range of activities and establishing best working practice.

June: Ceilidh Trail Training weekend Ballachulish
July: 7th Meeting in Glasgow with Lochaber Development Officer
11th - 15th Fèis Thiriodh
25th - 29th Fèis Àrainn
August: 1st - 13th Argyll Ceilidh Trail
Assisted Fèis Òigridh Ìle with Bard Project
Assisted in co ordination of Stramash activities for Fèis Latharna & Dunoon
Assisted in funding & organisation of Mull schools Gaelic project

1.1 Continue to operate as an organisations striving for excellence in delivery of services and projects, with sound governance and general working practices.

Assisted Fèisean to update their individual Gaelic policies earlier this year
I have kept my Fèisean up to date with latest developments and working practices in the areas of Disclosures and Child Policy and Gaelic Development.

1.3 Grant aid Fèisean in Argyll & Bute Council area
Ensured Argyll Fèisean have an even distribution of grant aid dispersed by Argyll & Bute Council and hoping to persuade the Council to give some more support.

1.4 Continue with excellent support mechanisms for individual Fèisean through the development of our systems of Lead Officers, offering one point of access to local Fèisean in accessing Fèisean nan Gàidheal services
I am in constant touch with all Argyll Fèisean in the form of emails, phone-calls and updates and make frequent visits to meetings and individual Fèis AGM's also.

1.4 Policies are made as easy as possible for volunteers to deliver
I am always available to explain new policies and Funding concepts in order to keep volunteer interest going, this is important as sometimes many volunteers feel inhibited by all that is reported in the media which sometimes puts volunteers off taking on child related responsibilities. I always encourage as many of my Fèisean as possible to attend the Fèis Training weekends.

1.4 Continuation of Annualised Hours scheme
I work in close collaboration with all my Fèisean that have adopted an Annualised Hours policy and attempts to encourage other Fèisean to follow suit.

1.11 Production and distribution of regular news and other information
I send out frequent updates to all Argyll Fèisean via email and newsletters and continue to support Faileas production and of Fèisean nan Gaidheal web page and the sharing of all other funding information that comes in

1.13 Continue to support individual Fèis projects
Where ever possible I support Fèis projects and also suggests new projects and assists in the key initial stages. I am in the process of assisting Fèis Àrainn, Dunoon, Dunbarton, Islay and Mull with securing new funding packages so that they can progress with new activities

1.16 Working with other Gaelic organisations, local authorities, community representatives and Bord na Gàidhlig to expand Iomairtean Gàidhlig and deliver the main aims of Ginealach Ur na Gàidhlig.
In Argyll there is collaboration with Fèis Òigridh Ìle , CNAG & ICCI to bring about new and exciting developments pertinent to Islay & Jura and I am in the process of having more meetings with Fèis Òigridh Ìle to further develop drama and Gaelic song via the Islay Bards project

1.17 In partnership with Creative Scotland, Highlands and Islands Enterprise and Bòrd na Gàidhlig, FNG will continue to play a key role in the continuing development of traditional music and Gaelic arts in Scotland
This year saw the second Argyll Ceilidh Trail which was very successful and it is the aim to strengthen and widen this trail. As a result of extra funding I secured from the Scottish Islands, I was able to plan visits to Tiree, Coll and Iona this year and I am now looking at possibilities for next year's Trail

1.2 Website and ICT
I continue to update Fèisean nan Gàidheal's web site and regularly contribute articles to Faileas

2 New Developments

2.1 Ensure Gaelic is an integral part of all Fèisean, in line with fèisean nan Gàidheal's Gaelic Policy
All Argyll Fèisean Gaelic plans have been updated this year and there has been a concentrated effort to ensure all Fèisean use as much Gaelic as is possible both in the spoken and in the written form and I also encourage any new tutors to try to go some basic Gaelic courses and am in the process of trying to make an Ulpan course available to them next year

2.2 Continue to implement Fèisean nan Gàidheal's Gaelic Policy through services offered to all the Fèisean through its staff and special projects as appropriate

This year Argyll Fèisean have increased their efforts to have as much Gaelic as possible; e.g. Fèis Latharna and Fèis Dhun Omhain have provided outdoor activities through the medium of Gaelic while Fèis Thiriodh and Fèis Àrainn and Fèis Cholla have developed a set of games in Gaelic

2.3 Regular review of progress with implementation of Gaelic Policy

Argyll Fèisean have been encouraged to use tutors that have at least basic Gaelic and to this end, this year has seen an increase in Gaelic speaking tutors in more subjects. I also encourage tutors to attempt to learn basic Gaelic and has been recommending Ulpan courses that they could attend in their area.

2.4 Establish family based Fèis activities to strengthen the use of Gaelic

This year Fèis Dhun Omhain hope to introduce activities that will also include parents, like wise I am looking to create workshops that would also be attractive to parents while their children attend other Fèis activities

2.6 In partnership with Fèisean, and with investment from LEADER, continue to support a network of Cèilidh Trails (CS)

The Argyll Ceilidh Trail while still only in its second year has grown with 8 participants this year and three new islands added to the circuit. I have secured several other gigs for them out with the Ceildih Trail and I am working in collaboration with a small Argyll based Recording studio to produce a short demo CD

2.13 Continue to support activities for teenagers

Fèis Ìle have a number of teenagers who have taken a keen interest in the Bard's project. Fèis Latharna has had its teenagers involved in both the Argyll Ceilidh Trail and in Blas events. Fèis Àrainn has been providing a fiddle workshop for teenagers. Fèis Dhun Omhain is looking at new developments for its teenagers. I have been working closely with the outdoor activity group Stramash to try to provide a wider variety of fun filled activities through the medium of Gaelic e.g. this year Fèis Latharna provided orienteering in Gaelic and canoe and water bound Gaelic activities. Fèis Cheann Loch Goibhle have also looked into the idea of making their very successful outward bound/music weekend for primary schools available to teenagers once the economic climate improves.

Fèisean nan Gàidheal

Annual Report 2011

Agenda Item: 3.2011.05(b)

Background

Fèisean nan Gàidheal's Annual Report for 2011 will be sent out electronically in advance of the Board meeting and hard copies will be available at the meeting.

Action Required

Board members will be asked to note the content of the Annual Report and approve it prior to the AGM.

Arthur Cormack
CEO
September 2011

Fèisean nan Gàidheal

Arrangements for the AGM and Annual Conference

Agenda Item: 3.2011.05(c)

Background
Following is the programme for the Annual Conference and AGM.

Dihaoine 23 Sultain
Friday 23 September

13.00 Lòn
13.00 Lunch

14.00 Coinneamh den Bhòrd-Stiùiridh
14.00 Meeting of Board of Directors

15.00 Tì/Cofaidh
13.00 Tea/Coffee

18.30 A' Choinneamh Bhliadhnail
18.30 Annual General Meeting

19.15 Deoch ro-dhìnneir agus ceòl bho Cuairt Chèilidh Fèis Fhoirt
19.15 Pre-dinner drinks and entertainment by Fèis Fhoirt Cèilidh Trailers

20.00 Dìnneir agus Cèilidh
20.00 Dinner and Cèilidh

Disathairne 24 Sultain
Saturday 24 September

10.00 Poileasaidh Gàidhlig Fèisean nan Gàidheal
10.00 Fèisean nan Gàidheal's Gaelic Policy

10.45 Tobar an Dualchais: Mairead Dhòmhnallach
Tobar an Dualchais: Mairead MacDonald

11.30 Tì/Cofaidh
11.30 Tea/Coffee

12.00 Alasdair Allan, BPA
12.00 Alasdair Allan, MSP

13.00 Lòn
13.00 Lunch

Action Required
Board members are asked to note the programme details.

Anne Willoughby
Executive Manager
September 2011

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