



Generations of Change A Strategy for Culture in Fife

This document sets out Fife's commitment to culture and presents
a strategy to support and promote Fife's cultural ambition

2011 – 2013

*My grandsons are growing, to the school they're soon going
But the long weeks of summer they spend here wi' me
We walk through the warm days, talk of the old ways
The cornfields, the cod fish, the land and the sea*

*We walk through the fields that my father once tilled
Talk wi' the old men who once sailed wi' me
Man, it's been awfae good, I've shown them all I could
Of the past and the present, what their future might be*

*For the morn will be their day, what will be their way
What will they make of their land, sea, and sky
Man, I've seen awfae change, but it still seems gey strange
To look at my world through a young laddie's eyes*

From [Generations of Change](#) by Matt Armour

The lyrics of Matt Armour's song, set in his home area of the East Neuk of Fife, talk about the social and economic influences that change people's priorities from generation to generation, encapsulate and reflect what the people of Fife involved in "Culture Talk" told Fife Council about their view of living in contemporary Fife.



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Foreword by Cllr Brian Goodall

Fife's first Cultural Strategy 'Generations of Change' was developed by the people of Fife in 2008 and ratified by the Fife Partnership in 2009. By the end of 'Celebrating Fife 2010: Our Year of Culture' many of the actions and outcomes of the strategy had been achieved and it was reviewed by the Cultural Consortium Steering Group.

The reviewed strategy was agreed by the Cultural Consortium in May 2011 and reaffirms Fife's commitment to culture, despite the many challenges of the current economic environment.

As chairman of The Cultural Consortium Steering Group I look with great pride at the strength and resilience of our communities; a pride which permeated the cultural activity throughout Celebrating Fife 2010. The reviewed strategy is robust, achievable and inclusive of the activities of all our cultural organisations. It is strategically strong and woven into the fabric of community planning in Fife. It is reflective of a strong cultural infrastructure and will guide Fife culturally through to 2013.

I look forward to the journey.

Brian Goodall, Chair Fife's Cultural Consortium



Introduction

Developed from a Fife-wide creative consultation engaging with over 3500 people, Fife's first Cultural Strategy 'Generations of Change' was developed and then launched in June 2009. To celebrate, Fife Council endorsed a year long celebration of culture in Fife in 2010, investing a £1million special one off fund along with the existing resources of the Events Strategy and Cultural Partnership teams and 'Celebrating Fife 2010' was born.

The year proved to be hugely successful with the economic, cultural and community outcomes exceeding all expectations.

The key achievements were:-

The overall programme, despite an extremely short planning period, was considered a success by both internal and external stakeholders

903,478 people attended Celebrating Fife events throughout the year

Funding applications for 336 Community Events and 55 Flagships were successful with only twelve events cancelled

Over **12,000** people across the Kingdom were involved in organising events

The total amount of money spent at Celebrating Fife 2010 events by Fifers and visitors is estimated at **£15m**

The total economic impact on the Fife economy of the events supported by Celebrating Fife is estimated at **£8.2m**

£2.6m million pounds of additional cash was levered into events throughout the year and **£1.2m of in-kind** support

The benefit to the Fife economy of Celebrating Fife 2010 **well exceeded the additional £1m invested by Fife Council**

Approximately **91 full time equivalent jobs** were created

Almost half (48%) of the community events funded were brand new ideas, demonstrating an increase in the capacity for event development in Fife

The majority of people who were interviewed or surveyed desire for the Celebrating Fife 2010 programme to be **repeated in the future**

Both Community and Flagship Events were spread across all seven areas of Fife, closely mirroring the population distribution of the county

The theme which received the greatest number of applications for support by both Community and Flagship events was **Festivals and Galas**



Over 92% of event organisers think that their event benefited the wellbeing of Fifers, giving examples of a wide range of benefits which included confidence, joy, healthy lifestyle, inspiration, coming together and a sense of belonging.

Much has changed economically since the launch of our strategy. The Cultural Consortium Steering Group felt that the end of Celebrating Fife marked an ideal time to review its ambitions, reflecting on its achievements along with its sustainability within the challenging economic climate in which cultural deliverers and the people of Fife find themselves.

During the early months of 2011 the Cultural Consortium Steering Group met to commence reviewing the document to ensure it was robust enough to deliver in the coming challenging years. The result is a more streamlined document which is accessible and which will allow community groups to reflect the work they are doing in the annual report which will go to The Health & Wellbeing Alliance each April.

Its key aims are:

- to widen access to and participation in cultural activity across Fife Council
- ensure that the creative and cultural life and heritage of Fife is profiled, championed and celebrated
- to ensure that culture is accessible to, and inclusive of, all in our communities
- to raise Fife's profile as a dynamic centre of excellence and cultural enterprise
- to make Fife a better place to live and work in for all

The reviewed document was presented to members of Fife's Cultural Consortium at a Cultural Gathering in May 2011.



Fife's Cultural Consortium

Fife's Cultural Consortium exists to ensure a strategic approach to cultural planning in Fife which is inclusive of the needs of all communities and which will increase access to and participation in cultural activity for all.

Formed in August 2008, it consists of organisations from across Fife who have an interest in culture and cultural activity in its broadest sense. The inaugural meet was attended by over 50 organisations and it was established at this meeting that there was a need for a Steering Group to lead and develop the Key Commitments of the Strategy.

These strategic leads were drawn from:

Fife Council

Libraries Arts, Museums & Archives
Education
Development Services
Community Learning & Development
Partnership & Policy - Equalities

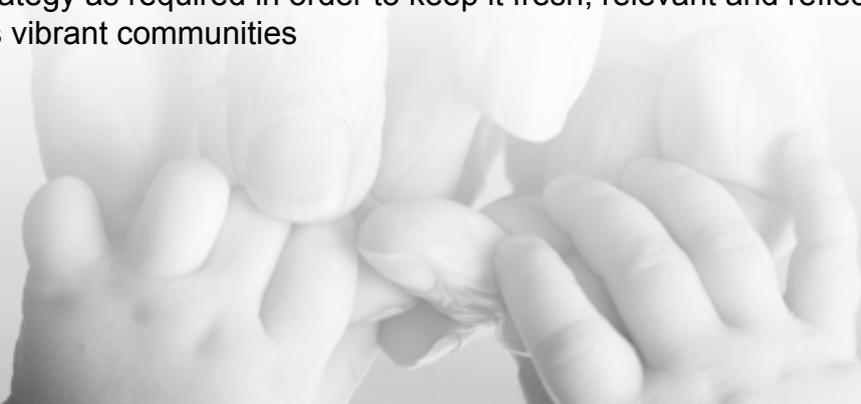
Cultural Partners

ON at Fife (formally Arts & Theatres Trust Fife)
Byre Theatre
Fife Contemporary Art & Craft
Adam Smith College
Falkland Estate Trust

Through the commitments and actions identified in 'Generations of Change', Fife's public, community, private and voluntary sector organisations and services can work together to respect and celebrate the diversity of people's lives, and acknowledge and support the links between us.

The Cultural Consortium's key role is to:

- Be a broad, inclusive informal partnership organisation with representation from the public, private, community and voluntary sectors
- Be the umbrella partnership body acting as guardian and sounding board for cultural planning in Fife and to direct the development and implementation of the Cultural Strategy
- Promote the contribution of culture to achieve artistic, cultural, economic, social and environmental outcomes
- Promote a co-ordinated approach to the development and promotion of cultural opportunities, activities, festivals, celebrations and events in Fife
- Establish a Steering Group and sub groups as required to lead and support the Consortium's activities.
- Meet on a 6 monthly basis
- Review the strategy as required in order to keep it fresh, relevant and reflective of the changing needs of Fife's vibrant communities



Benefits of Membership

Membership of the Cultural Consortium is open to all interested groups, organisations and individuals in Fife. The benefits of being a member include the opportunity to:

- Be part of a network of cultural interests
- Explore new cultural opportunities
- Share new and developing ideas
- Evidence strong partnership working
- Enhance knowledge of Fife's cultural activities
- Access the new Wellbeing Toolkit
- Receive & input to the Cultural Consortium Newsletter
- Participate in local Cultural Networking opportunities
- Access expert advice at Cultural Roadshows
- Be informed of up and coming culture related training and opportunities

How to join

If you would like to be a member of the Cultural Consortium please send an email to cultural.partnerships@fife.gov.uk detailing the name of the organisation or individual and a contact telephone number and email address.



Strategic Context

Vision

'Generations of Change' has one over-riding premise: that this cultural strategy should be ambitious in all that we commit to doing.

The shared values agreed by the membership of the Cultural Consortium that underpins this premise and the commitments within the Cultural Strategy are:

- Fairness
- Wellbeing
- Creativity

The actions of the strategy complement the Fife Partnership's vision of 'strengthening Fife's future to make Fife a great place to live, work, visit and invest.'

Action 1 aims to: Set cultural planning and development within the policy context of Fife's Community Plan, with the strategy reinforcing the commitments of the Community Plan to:

- Highlight the challenges facing Fife, both now and in the coming decade.
- Empower communities to respond to these challenges.
- Present the Fife Partnership's actions that aim to improve the wellbeing of people in Fife and to strengthen Fife's future.

A Healthy Fife

Fife's Cultural Consortium report on the outcomes of this strategy to the Fife Health & Wellbeing Alliance.

The Fife Health and Wellbeing Alliance provide a helpful catalyst for our values and targets in Fife's Health and Wellbeing Plan 2011 – 2014 and, as they report to the Fife Partnership, also provide a practical mechanism to measure and assess the wellbeing elements of the Fife Cultural Strategy, across their aim 'Reducing health inequalities' and 3 themes of:

- Supporting healthier lifestyles for individuals and families
- Creating and sustaining healthier places and communities
- Changing the way organisations work

A Fairer Fife

The Fife Cultural Strategy commitments and objectives have adopted and augmented the guiding principles of 'A Fairer Fife', to:

- Be evidence-driven
- Address the root causes of inequality
- Be outcome focused and monitor impacts
- Work in partnership
- Empower communities
- Be focused on the needs of areas, communities and individuals
- Effectively use mainstream resources
- Develop the economic aspects of the creative and cultural industries
- Empower and support creative individuals to a much greater extent

Creativity and Culture

Fife Council has clearly set out eight priority areas and aspirations - 'The Big 8' - for the period 2007 – 2011.

Of these, three are particularly pertinent to this document:

- Improving sport, leisure and cultural opportunities
- Improving educational attainment and achievement for all
- Improving local conditions for economic development

The Council priority areas will be delivered in the context of the Single Outcome Agreement with the Scottish Government. We have identified the national and local outcomes that directly contribute to the objectives and commitments of this Strategy:

Cultural Strategy Actions	Local Outcome	National Outcome
<p>Action 2: Identify the barriers to cultural participation and ways of overcoming them</p>	<p>Health: 2. Healthier environments and community wellbeing 3. Healthier lifestyles</p> <p>Learning: 2. Raising educational attainment</p> <p>Economy: 2. Success in key sectors of the economy</p>	<p>NO 6: We live longer, healthier lives NO 8: We have improved the life chances for children, young people and families at risk NO 10: We live in well designed sustainable places where we are able to access the amenities and services we need NO 13: We take pride in a strong, fair and inclusive identity</p>
<p>Action 3: Encourage communities to maximise cultural opportunities to celebrate their strengths and their heritage</p>	<p>Health: 2. Healthier environments and community wellbeing 3. Healthier lifestyles</p> <p>Environment: 2. Better local environments and a sustainable natural heritage</p>	<p>NO 6: We live longer, healthier lives NO 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations</p>
<p>Action 4: Help communities build capacity to sustain involvement in ongoing community and cultural planning</p>	<p>Health: 2. Healthier environments and community wellbeing</p>	<p>NO 10: We live in well designed sustainable places where we are able to access the amenities and services we need NO 11: We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>

<p>Action 5: Increase access to and participation in cultural activity and creative learning opportunities for all</p>	<p>Learning: 1. Supporting early years development 2. Raising educational attainment 3. Promoting educational achievement Health: 2. Healthier environments and community wellbeing 3. Healthier lifestyles</p>	<p>NO 3: We are better educated, more skilled and more successful, renowned for our research and innovation NO 4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens NO 5: Our children have the best start in life and are ready to succeed NO 8: We have improved the life chances for children, young people and families at risk</p>
<p>Action 6: Raise Fife's profile as a dynamic centre of excellence and cultural enterprise</p>	<p>Economy: 2. Success in key sectors in the economy</p>	<p>NO 1: We live in a Scotland that is the most attractive place for doing business in Europe</p>
<p>Action 7: Develop access to professional development and training opportunities and resources</p>	<p>Health: 2. Healthier environments and community wellbeing Learning: 1. Supporting early years development 2. Raising educational attainment 3. Promoting educational achievement</p>	<p>NO 3: We are better educated, more skilled and more successful, renowned for our research and innovation NO 8: We have improved the life chances for children, young people and families at risk</p>
<p>Action 8: Lead the development of opportunities that promote and showcase Fife's many cultural assets</p>	<p>Environment: 2. Better local environments and a sustainable natural heritage Health: 2. Healthier environments and community wellbeing</p>	<p>NO 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations</p>
<p>Action 9: Lead and support initiatives that make the most of Fife's cultural ecology, the relationship between people and the distinctive geography, nature and culture of Fife</p>	<p>Environment: 2. Better local environments and a sustainable natural heritage Health: 2. Healthier environments and community wellbeing</p>	<p>NO 12: We value and enjoy our built and natural environment and protect it and enhance it for future generations</p>
<p>Reflected throughout Culture Strategy in all actions</p>	<p>Best value and excellence for Fife</p>	<p>NO 15: Our public services are high quality, continually improving, efficient and responsive to local people's needs</p>



Our Measures

We have established a set of indicators (outlined in appendix A) against which we will measure our success but underlying all indicators will be 'Engagement and Wellbeing'.

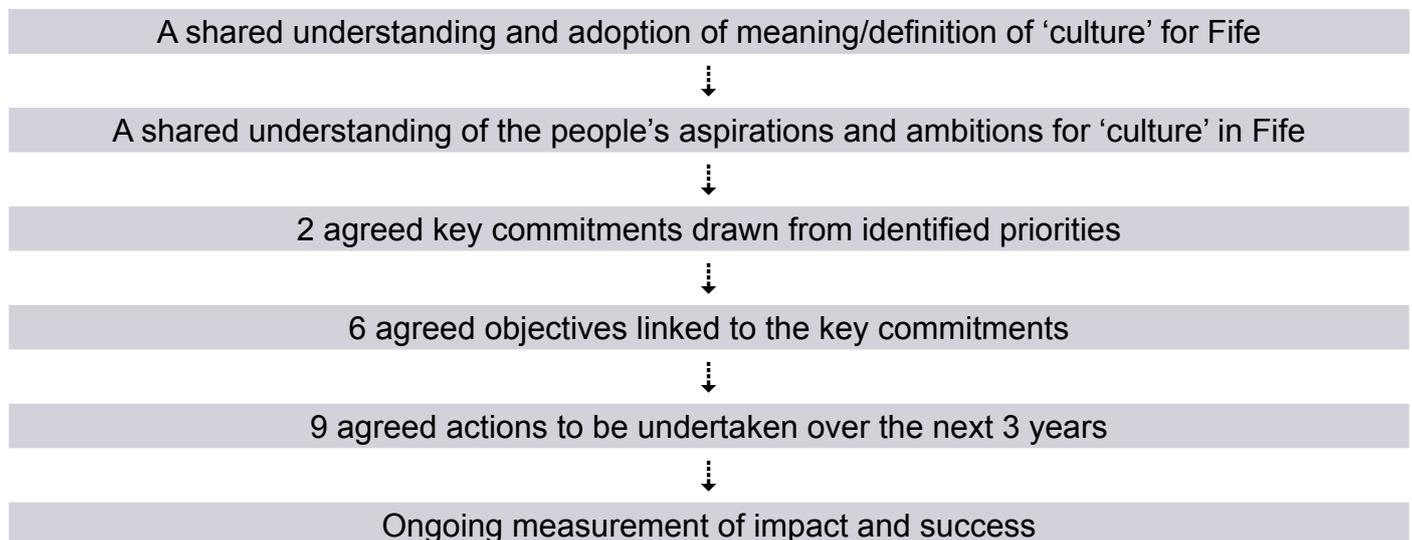
In Fife we are now piloting our FIFER wellbeing toolkit which has been developed in association with Queen Margaret University's Centre for the Study of Planned Events. The purpose of this toolkit is to help our community groups to better evidence to funders the value of their cultural activity on individual and community wellbeing.

The toolkit can be accessed on www.fifedirect.org.uk/FIFERtoolkit and support and training in its use is available from the Cultural Partnerships Team who can be contacted at: **cultural.partnerships@fife.gov.uk** or telephone **01592 583255**.



What do we want to achieve?

A new shared socially oriented set of commitments, objectives and actions for culture in Fife will provide a strategic way forward for the public sector that also inspires involvement from the private, voluntary and cultural sectors and our communities themselves.



The Fife definition of culture is the range of different means through which people create, explore, interpret, celebrate, enjoy, express, learn about, acknowledge and respect the diversity of our lives, communities and environments.

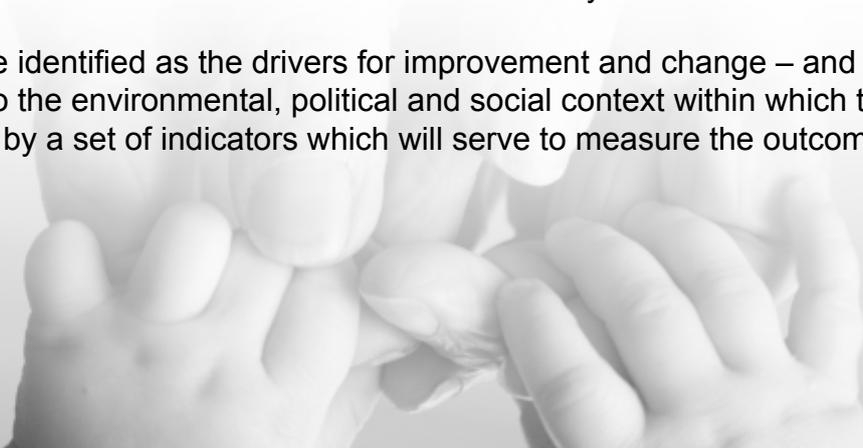
The 2 key commitments reflect the broad 'priority' themes raised most frequently by those from across the public, cultural, wider professional and community sectors in Fife.

These commitments are realistic and appropriate and acknowledge that while many of the elements of cultural development required might be out with the direct scope of the public sector, they can be influenced by it.

The 6 objectives associated with these key commitments seek to provide a clear sense of purpose and direction – guided by the broad social and policy imperatives of the Fife Partnership, as summarised in the Community Plan and 'Fairer Fife' Framework.

1. Make creativity and heritage more accessible to all in Fife's communities
2. Increase cultural participation and engagement
3. Raise awareness of the wellbeing outcomes of cultural activity
4. Support communities to increase their cultural capacity
5. Support creative learning for all ages
6. Maximise the economic benefits of cultural activity in Fife

The 9 actions are identified as the drivers for improvement and change – and these are clear, real and appropriate to the environmental, political and social context within which they are set. They are accompanied by a set of indicators which will serve to measure the outcomes achieved.



Fife's Cultural Commitments

Commitment 1

Strengthen and widen opportunities for cultural celebration, engagement and excellence for all

- Action 1 Set cultural planning and development within the policy context of Fife's Community Plan
- Action 2 Identify the barriers to cultural participation and ways of overcoming them
- Action 3 Encourage communities to maximise cultural opportunities to celebrate their strengths and their heritage
- Action 4 Help communities build capacity to sustain involvement in ongoing community and cultural planning
- Action 5 Increase access to and participation in cultural activity and creative learning opportunities for all

Commitment 2

Make Fife a better place to live and work in for all, now and in the future

- Action 6 Raise Fife's profile as a dynamic centre of excellence and cultural enterprise
- Action 7 Develop access to professional development and training opportunities and resources
- Action 8 Lead the development of opportunities that promote and showcase Fife's many cultural assets
- Action 9 Lead and support initiatives that make the most of Fife's cultural ecology, the relationship between people and the distinctive geography, nature and culture of Fife



Appendix A

The Fife definition of culture is:- the range of different means through which people engage with, acknowledge and respect the diversity of our lives, economies, communities and environments.

<u>Objectives</u>	<u>Actions</u>
1. Make creativity and heritage more accessible to all in Fife's communities	1, 2, 9
2. Increase cultural participation and engagement	3, 5
3. Raise awareness of the wellbeing outcomes of cultural activity	7
4. Support communities to increase their cultural capacity	4
5. Support creative learning for all ages	2, 7
6. Maximise the economic benefits of cultural activity in Fife	6, 8

Commitment 1: Strengthen & widen opportunities for cultural celebration, engagement and excellence for all

Actions	How we want to achieve it.	Indicator	Timescale	Lead
Action 1 Set cultural planning and development within the policy context of Fife's Community Plan.	Develop Fife Cultural Consortium to act as guardian of Fife's Cultural Strategy.	The establishment of an action plan for implementation set within an initial three year timeframe	2011	Cultural Partnerships (CP)
	Embed cultural planning within the strategic frameworks of CLD, Locality, Fairer Fife, Fife's Youthwork Strategy, Early Years Strategy and Fife Health & Wellbeing plan	The establishment of indicators/targets against which progress can be measured and reported	2011	CP
		Develop active membership of the Cultural Consortium	2011	All
		1 complete annual Cultural Consortium network gathering to be delivered	2011	CP /ALL
	Promote and develop Fife's reviewed Cultural Strategy	3 Area Cultural Gatherings to be delivered	2011/12	CP
		Progress monitored & reported to the Health & Wellbeing Alliance annually against new targets & indicators	2012	CP
		Reporting process of Strategy to the Health & Wellbeing Alliance determined	2011	CP
		Area and themed cultural networks established within the consortium	2011	CP
		Assessment and review of action plan for next 3 years carried out	2013	All
	Support cultural planning through our creative development team work across all of Fife and increasing our resource base(s) with the re-opening of The Lochgelly Centre		2011-13	ON at Fife
Support Fife's community planning process through creative consultation exercises with communities in the style of the Imagine Dunfermline creative consultation exercise.			Byre Theatre	

<p>Action 2 Identify the barriers to cultural participation & ways of overcoming them</p>	<p>Engage with the Equalities Participation Network, Frae Fife and CLD to discuss how this can best be achieved.</p> <p>Promote wellbeing and respect for cultural diversity and opportunity for all</p>	<p>A Cultural Co-ordinator with a themed remit of 'Equalities' in place to support the development of community capacity</p> <p>Development of Fife's Mela</p> <p>Development and support for annual Fife Diversity Week</p> <p>Fife's Wellbeing Toolkit introduced to measure impact of cultural activity/events on community wellbeing outcomes</p> <p>Research and present a year round adventurous, expressive and approachable programme of arts events and activities.</p> <p>Programme a diverse range of national and international touring theatre, dance, music, physical theatre, comedy, live literature with educational opportunities where possible to ensure diversity and access for all</p> <p>Deliver work at the highest level across our 4 buildings delivering a broad programme covering all art-forms and also our development programmes of co-productions, residencies and associations. Take our work into localities and spaces with a programme of national and internal partners creating our own 'theatre without walls' following the success of our 'Made In Scotland' supported fringe runs.</p> <p>Support the broad range of voluntary groups along with Fife Council and Fife's Colleges who use our buildings in their own developments and run a full programme of courses and classes</p>	<p>2011</p> <p>2011</p> <p>2011</p> <p>2011 - 13</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p>	<p>CP</p> <p>Frae Fife</p> <p>Equalities Participation Network</p> <p>CP</p> <p>Byre Theatre</p> <p>Byre Theatre</p> <p>ON at Fife</p> <p>ON at Fife</p>
<p>Action 3 Encourage communities to maximise cultural opportunities to celebrate their strengths and their heritage</p>	<p>Promote both the Events and the Wellbeing Toolkits</p> <p>Provide advice and support to community organisations on funding</p> <p>Explore initiatives that give people easier access to cultural facilities, activities and events in Fife</p>	<p>1 voluntary Cultural Champion to be established as a pilot to advocate for and raise awareness of cultural opportunities at local and national level</p> <p>Arts Ambassadors to work with Consortium members to:</p> <ul style="list-style-type: none"> • Give voluntary arts and crafts a voice in Community Planning • Promote voluntary Arts and Crafts in your local area • Work with local voluntary sector agencies, to explore the needs of arts and crafts groups and promote the benefits they produce • To act as a link between arts and crafts groups, Local Authorities, local voluntary sector agencies and Voluntary Arts Scotland. <p>Cultural Champions programme in place in Levenmouth, Dunfermline and Glenrothes</p> <p>Continue the successes of ambitious work using our production unit and development resources and that of our national and international partners, we</p>	<p>2011 - 2012</p> <p>2011-13</p> <p>2013</p> <p>2011-13</p>	<p>CP</p> <p>CP/Voluntary Arts Scotland</p> <p>CP + Partners</p> <p>ON at Fife</p>

		<p>will work on both our own projects and also deliver work with and for other cultural and community partners in any possible setting.</p> <p>Deliver free events and also be flexible in our pricing across our services and facilities.</p> <p>Continue to deliver our film programme at the Adam Smith Theatre and continue to extend opportunities for film-makers at all levels to share their work.</p> <p>Use our new digital projection capability to programme a broader film programme including independent work.</p> <p>Embark on a new strand of programme with our new digital capability as above at The Adam Smith Theatre to receive live digital content National Theatre Live, Opera from the MET etc)</p> <p>Deliver to schools and nurseries across the region according to our service level agreement with Fife Council Education Service.</p> <p>Commence delivering work to schools and nursery across Fife over the duration of this plan.</p> <p>Build on community engagement programme successes of 2008 – 2010</p> <p>Deepen the impact of our work across Fife through developing projects and programmes that build on this approach</p> <p>Support communities and schools, and work in partnership with arts and non arts bodies to make the arts easier to access.</p> <p>The development of a rehearsed reading performance programme for schools and communities.</p> <p>The introduction of a new community film screening programme for St Andrews will serve to maximise opportunities to see independent films.</p>	<p>2011 - 2013</p> <p>2011 – 2013</p> <p>2011 - 2013</p> <p>2011 - 2013</p> <p>2011 - 2013</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p> <p>2011</p> <p>2011-13</p> <p>2011 - 13</p>	<p>ON at Fife</p> <p>Byre Theatre</p> <p>Byre Theatre</p> <p>Byre Theatre</p> <p>Byre Theatre</p> <p>Byre Theatre</p> <p>Byre Theatre</p>
<p>Action 4 Help communities build capacity to sustain involvement in ongoing community and cultural planning.</p>	<p>Consult with the cultural consortium network for each area</p> <p>Promote and use best practice resources</p>	<p>2 Community Cultural Roadshows delivered</p> <p>Both will assist groups with:</p> <ul style="list-style-type: none"> • Funding Opportunities • Website development • Engaging with younger audiences • Effective Event Marketing/Press • Effective Monitoring and Evaluation methods • Networking and Partnership working • Update on Cultural Consortium Network • Engaging and working with volunteers 	<p>2011 - 2012</p>	<p>CP</p>

		An annual area cultural gathering delivered as per action 1	2012	CP
		Cultural Co-ordinators roles reviewed to ensure key area and thematic leads: Heather Gibson -NE Fife & Levenmouth Early Years, Children & YP Louise Trow - SE Fife & Dunfermline Equalities, Creative Talent & Cultural Enterprise Beverley Reid/Karen Taylor – Cowdenbeath/Kirkcaldy/Glenrothes Cultural Hubs, Spaces & Places	2011	CP
		Ensure clarity, articulation and dissemination of our own planning resources and those of our consortium partners through our extensive networks of buildings users and audiences.	2011-13	ON at Fife
		Extend the Imagine Dunfermline model of community consultation through arts based residencies to contribute to effective community planning, ensuring that “harder to reach” groups are engaged in this process.	2011-13	Byre Theatre
Action 5 Increase access to and participation in cultural activity and creative learning opportunities for all.	Promote local, national and international opportunities for showcasing & celebrating their creativity, artistic skills and talents. Improve resources available to support people in self directed cultural activity and creative learning opportunities Encourage those working with Equalities groups to better understand and reflect their local cultural aspirations and needs Promote wellbeing and respect for cultural diversity	Fife Cultural Partners continue to offer cultural opportunities as part of their mainstream programming Increase awareness of the usage of all social media and mobile devices to both create and share work ensuring that Fife’s potential is globalised. Through work with CLD, The Big Shout and Fife’s Youth Work Partnership and Strategy a co-ordinated approach is developed for cultural delivery for young people across Fife FC grants promoted to young people & those who work with them Guides to Culture for young people reviewed and promoted Early Years Cultural Gathering developed and promoted Children & Young People Gathering developed & promoted Early Years Cultural Gathering developed and promoted Work with national and international companies on a development project for a school Digital Theatre network which, if successful, will have the potential to allow schools across Scotland to access high quality recordings of performances and supporting learning tools. Act as a 1 st point contact for the distribution of opportunities for young people through our national networks and network with Fife Schools Develop new web presence for launch in June 2011, we will create digital	2011 2011-13 2011-13 2011-13 2011 2011 2012 2012 2011-13 2011-13 June 2011	All key cultural partners All CP CP CP CP ON at Fife ON at Fife ON at Fife

		platforms within that structure to display, promote and support work for children and young people.		
		Continue to develop and host the National Festival of Youth Theatre in 2011 with Promote YT which brings national and international groups of young people together to share their work.	2011 -13	ON at Fife
		Use the focus of the national festival to continue our strategic support of National youth theatre development across Fife, tying to the work of national companies following the success of our work with The National Theatre of Scotland.	2011-13	ON at Fife
		Advise on and develop the Starcatchers 0-4's performance work for nursery age children and their parents and carers, building on the success of our residency projects in nurseries and within our theatre buildings.	2011-13	ON at Fife
		Continue to deliver technical theatre and creative course support for colleges in Fife.	2011-13	ON at Fife
		Build upon the weekly classes for youth theatre groups aged 3 – 21 years and strive to offer annual international exchange opportunities for young people to share and develop	2011-13	Byre Theatre
		The work of The Education Officer's intensive drama based learning programme with Kennoway and Leuchars nurseries and school will continue to be developed in 2011 – and 2012.	2011-12	Byre Theatre
		Develop theatre and performing arts programme for children and young people producing, co-producing and presenting exciting arts performances and experiences.	2011-13	Byre Theatre
		Offer specialist CPD support for teachers and learning support materials for schools to play our part in ensuring the success of the new curriculum for excellence.	2011-13	Byre Theatre
		In partnership with St Andrews University will launch a pilot MLitt post graduate degree in creative writing for stage and screen	2011-13	Byre Theatre
		Host a number of writers' residencies to engage young writers in schools as part of this new initiative.	2011-13	Byre Theatre
		Establish youth centres in communities across Fife offering increased access to a broad range of cultural, leisure and learning opportunities targeting young people in the 13 – 18 age group.	2011 – 2013	CLD
		Develop training opportunities for staff and volunteers engaging with young people in the 13 – 18 age group, to increase confidence and skills around the introduction of cultural activities into the youth work curriculum.	2012 - 2013	CLD

Commitment 2: Make Fife a better place to live and work in for all, now and in the future

What we plan to do	How we want to achieve it.	Indicator	Timescales	Lead
<p>Action 6 Raise Fife's profile as a dynamic centre of excellence and cultural enterprise</p>	Nurture existing and attract new creative individuals and businesses to develop, locate and invest in Fife	The completion and launch of the Evaluation Report for Celebrating Fife 2010 May 2011	2011	CP
	Lead the development of opportunities that will showcase Fife's many cultural assets	The branding from Celebrating Fife is continued as Fife's cultural identity	2011-13	All
	Promote quality artistic work from outwith Fife	The launch and promotion of the Wellbeing Toolkit and associated toolkit training May 2011	2011	CP
	Strengthen Fife's natural and built cultural infrastructure	The launch & promotion of the Online Creative Toolkit Oct 2011	2011	CP
	Create & market promotional resources that communicate and celebrate Fife's history of cultural, sporting and environmental innovation and excellence.	Co-production work which has viability in touring nationally and internationally will be continued.	2011-13	ON at Fife
		Take 'Cloudman' production with Ailie Cohen taken to the fringe with support from Creative Scotland.	2011	ON at Fife
		Continue our associate programme with Shona Reppe who recently received as 5* review in the New York times.	2011-13	ON at Fife
		High quality work being created, produced, rehearsed and tested in AttFife will continue and expand.	2011-13	ON at Fife
		The re-opening of The Lochgelly Centre will increase our offer for creative individuals and businesses.	Dec 2011	ON at Fife
		Support artists, communities and groups through maintaining and increasing the high levels of access to our production and development resources	2011-13	ON at Fife
		Support the development and support of Fife based Festivals including Inside Out.	2011-13	Byre Theatre
		Offer a consultancy and production based service to support artistic programming and event production.	2011-13	Byre Theatre
		Promote and present international work as well as performing arts, literature and film from outwith Scotland.	2011-13	Byre Theatre
Showcase Fife's creative talent in co-ordinated exhibitions across Fife.	2012 – 13	Scotland's Colleges Fife		
Promote Fife's international profile as a centre of creative education through project activities linked through each of the colleges and St Andrews university	2011 - 13	Scotland's Colleges Fife		
Work closely with the Promoting Fife initiative to align messages, activities and maximise publicity opportunities targeting external audiences to reposition Fife	2011 – 2013	CP & PF		

What we plan to do	How we want to achieve it.	Indicator	Timescales	Lead
		<p>to attract investment and tourism.</p> <p>Include Fife's creative talent in a national/international programme of exhibitions and events in Fife.</p>	2011 - 2013	FCAC In partnership with ON/FC museums/Fife artist groups
<p>Action 7 Develop access to professional development and training opportunities and resources.</p>	<p>Promote career pathways information to support and inspire people to pursue careers in the creative and cultural tourism sectors</p> <p>Promote of the Online Creative and Wellbeing Toolkits.</p> <p>Develop partnership programmes and projects with artists and creative facilitators</p>	<p>The Online Creative Toolkit promoted to professionals and creative practitioners across Fife</p> <p>The Wellbeing Toolkit promoted across Fife</p> <p>Cultural Strategy and Consortium promoted on Big Shout website</p> <p>FCA&C continues to develop network and training opportunities for professional artists and makers with information exchanges and CPD events.</p> <p>Develop a mentoring programme to promote professional development and share experience within Fife.</p> <p>Work together in 2011 to explore the potential to jointly promote and support the work of Fife based artist and craftmakers within the Byre theatre, the new Byre Theatre box office.</p> <p>Continue building on the success of our 'FifeSpace' Gallery at our Rothes Hall Building, using the learning to develop exhibition spaces and places in all of our buildings suitable for a broad range of mediums</p> <p>Open a new dedicated gallery 'Fotospace' in our Rothes Halls building to bring the best of Scottish photography work into Fife.</p> <p>Expand our supported artist programmes for artists of all disciplines and introduce a new programme for developing artists.</p> <p>Continue to work in partnership with FCA&C to deliver the Fife Artists forum at our Rothes Halls Venue.</p> <p>Produce a database of creative education spaces which can be accessed by the community.</p> <p>Produce a database of opportunities available for students to study all areas of Creative Industries within Fife and promote to all high schools within Fife. Link this with Skills Development Scotland careers opportunities online network.</p> <p>Develop a Creative Enterprise degree for Fife</p> <p>Work with Impact 21 and Creative Fife to develop opportunities for business</p>	<p>2011</p> <p>2011</p> <p>2011</p> <p>2011-13</p> <p>2011-13</p> <p>2011</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p> <p>2011-13</p> <p>2011 – 13</p> <p>2013</p> <p>2012 – 13</p> <p>2012</p>	<p>CP</p> <p>CP</p> <p>CP</p> <p>Fife Contemporary Art and Craft (FCAC)</p> <p>FCA&C</p> <p>FCAC/Byre</p> <p>ON at Fife</p> <p>ON at Fife</p> <p>ON at Fife</p> <p>ON at Fife</p> <p>Scotland's Colleges Fife</p> <p>Adam Smith College</p> <p>Scotland's Colleges Fife</p> <p>Adam Smith College</p>

What we plan to do	How we want to achieve it.	Indicator	Timescales	Lead
		start up in Fife for Creative Industries. Write a European project which links Creative Education and Cultural Artists which links 4 European countries with Fife. Produce a series of Creative Industries Master class's to showcase the opportunities available to young people in Fife. This will involve bringing Fife creative talent back to inspire young people	2012 2012	Scotland's Colleges Fife Adam Smith College
Action 8 Lead the development of opportunities that promote and showcase Fife's many cultural assets	Promote Fife Campaign Fife's Green Spaces Strategy Promotion of Fife's Gala's and Festivals Promotion of all cultural activity across the Kingdom in a cohesive manner Undertake an audit of cultural meeting places, spaces and resources in Fife and identify a series of community facilities that can be developed as cultural meeting places and spaces including relevant commercial organisations	Development and promotion of an 'Our Hidden Gems Map', a promotional culture leaflet promoting all free cultural activity in our parks & gardens, museums and galleries along with a general snapshot Culture Guide to Fife. Introduce audiences to areas of Fife less celebrated, following the success of the multi-sites of NTS (99..100), which culminated in a derelict mill at Silverburn in Leven. Support the highest level of work being produced for theatre and festival touring. Our ongoing training programmes with our staff ensure that we can confidently deliver for ourselves, our partners and the artists we represent Support and develop festivals and outdoor events across Fife The number of successful initiatives, partnerships and funding bids that highlight the value and diversity of Fife as a place to live, work or visit Creative projects that reveal the hidden meanings of Fife place names as recently researched in the major four volume work by Glasgow University Development and promotion of landscape scale cultural initiatives such as the Heritage Lottery Fund Living Lomonds Landscape Partnership bid The number and quality of community or business initiatives that make the most of locally sourced material – such as produce and products of food, wood or wool from Fife (e.g. at local food or craft festivals and the building of huts and dens) Pilot database of cultural resources and meeting spaces available to communities in Benarty area Secure funding to pilot a creative audit and promotion of cultural meeting places, spaces and resources in the Benarty area 'A Better Place' proposal developed for funding from Creative Scotland Work closely with the Promoting Fife initiative to influence the campaigns that will be developed from the Perception Study that will position Fife culturally with external audiences.	2011 research and development 2012 distribution 2011-13 2011-13 2011-13 2011-13 2011-13 2011-13 2011-13 2011 2012 2013 2011 - 2013	CP ON at Fife Byre Theatre Green Space Strategy Group (GSSG)/CP CP/GSSG Fife Coast and Countryside Trust (FCCT)/GSSG All CP Benarty Community Forum, CP team and GSSG All SR-J & PF

What we plan to do	How we want to achieve it.	Indicator	Timescales	Lead
<p>Action 9 Lead and support initiatives that make the most of Fife's cultural ecology, the relationship between people and the distinctive geography, nature and culture of Fife</p>	<p>By identifying and seizing opportunities to develop cultural projects and funding bids that capitalise on Fife's natural assets such as our coast, rivers and hills (e.g. Creative Scotland, Scottish Natural Heritage and Heritage Lottery Fund)</p>	<p>The number of successful initiatives, partnerships and funding bids that highlight the value and diversity of Fife as a place to live, work or visit</p> <p>Creative projects that reveal the hidden meanings of Fife place names as recently researched in the major four volume work by Glasgow University</p> <p>Development and promotion of landscape scale cultural initiatives such as the Heritage Lottery Fund Living Lomonds Landscape Partnership bid</p> <p>The number and quality of community or business initiatives that make the most of locally sourced material – such as produce and products of food, wood or wool from Fife (e.g. at local food or craft festivals and the building of huts and dens)</p> <p>Feature issues of sustainability in arts programmes.</p>	<p>2011 R & D</p> <p>2012-13 delivery</p> <p>2011-13</p> <p>2011-13</p> <p>2012-12</p>	<p>All</p> <p>CfS/CP</p> <p>FCCT/GSSG/CfS</p> <p>All</p> <p>FCA&C</p>