

AMBITIOUS FOR CULTURE

Optimising the potential
of our cultural, heritage
and creative assets



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd's nan Eilean



Blas Festival an international significant event celebrating traditional music and Gaelic language that takes place every year in venues across the Highlands.

HIGHLANDS AND ISLANDS ENTERPRISE

HIE: AMBITIOUS FOR CULTURE

OVERVIEW

Highlands and Islands Enterprise (HIE) recognises that our region's valuable and distinctive culture can help stimulate growth and underpin our regional objectives – for more people to live, work, study and invest in the Highlands and Islands.

Our commitment is to achieve the greatest impact from our actions to further enhance the cultural environment of the Highlands and Islands, ensuring our region continues to be recognised as a globally distinctive, culturally rich and successful creative region.

This policy outlines HIE's strategic rationale for involvement in and support for development of the cultural offer of our region. It recognises the significant potential of our cultural assets to contribute to a dynamic, sustainable region and resilient communities. It describes the contributions being made by key partners and places HIE's contributions in this context, ensuring that they are complementary and focused on the best opportunities to bring about economic and social growth.

These considerations, together with the mandate from the Scottish Government through the Government Economic Strategy (GES) for HIE to accelerate growth in key sectors and to strengthen communities, have led to the development of this policy which:

- Places HIE's opportunity in the context of the remits of our partners
- Defines the regional cultural opportunities that we identify as having the greatest potential for enabling economic and social growth for our region
- Describes the scope of each opportunity across the Highlands and Islands region
- Details our contribution to supporting and aligning with partners, enabling and influencing their contributions to culture across our region
- Describes HIE's approach, together with partners, for optimising the potential of our cultural assets
- Describes the flexibilities and autonomy of our organisation to act to take advantage of the growth potential of culture
- Specifies an approach to assess impact and inform future policy reviews



Blàs Festival performs to a packed audience at Eden Court Theatre, Inverness

CONTEXT OF HIE OPPORTUNITY

Growth and culture

The Government Economic Strategy (GES) provides the formative framework for HIE and its role in culture. Further, the National Performance Framework includes indicators which this policy cross references in defining HIE's opportunities including:

- Increase cultural engagement
- Improve the state of Scotland's historical sites
- Improve Scotland's reputation

The Ekos study Creative Industries Audit – Report for HIE (March 2011), indicates that the creative industries sector in the Highlands and Islands employs an estimated 16,297 people, accounts for 2,193 businesses and generates £318m in gross value added (GVA) and £739m in turnover per annum. Using these measures, the creative industries sector and related activities could account for approximately 7% of the total economy of the Highlands and Islands region, recognised by HIE to be significant and a focus for ongoing investment.

The recent, Economic Contribution Study: An Approach to the Economic Assessment of the Arts and Creative Industries in Scotland (June 2012), commissioned by Creative Scotland in partnership with Scottish Enterprise, of the Arts and Creative Industries contribution to the wider Scottish economy, identifies that the 'sector' comprises 16 sub-sectors:

Arts and creative industries sub-sectors (Economic contribution study 2012)

Crafts	Photography	Film and video	Computer games
Fashion and textiles	Radio and television	Heritage	Cultural education
Writing and publishing	Music	Visual art	Architecture
Software/electronic publishing	Performing arts (inc. dance)	Advertising	Design



The Scar Plaque in the Orkney Museum

In the Highlands and Islands, of greatest demonstrable potential are the 11 highlighted (green) sub sectors which have been identified through HIE internal review to currently present those areas of greatest social and economic potential.

The National Creative Industries Strategies produced by Government underline the importance of the sector, and in particular the potential for international trade as well as the other benefits to the country. They recognise that the creative industries sector can benefit from more flexible and tailored inputs and support. They also highlight problems over access to finance, additional skills requirements and also the necessity to encourage networks and cohesive groupings that will allow more unified approaches from the industry itself.

The Scottish Creative Industries Framework, completed in February 2009 on behalf of Local Authorities and Business Gateway,

Skills Development Scotland, Creative Scotland and the Government, was developed to ensure greater collaboration between public sector agencies in support of Creative Industries.

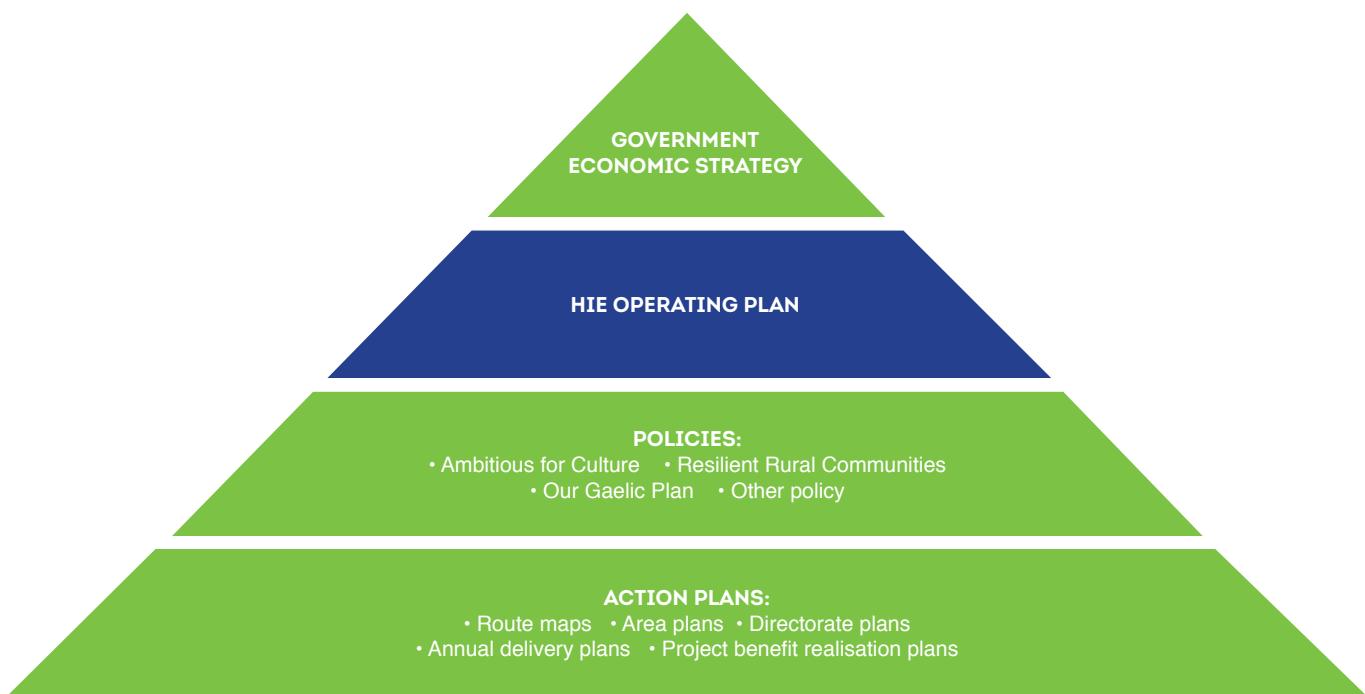
Partner remits and roles

Creative Scotland (CS) is a key partner of HIE. Established in 2010, CS is the national development agency for the arts, screen and creative industries; inheriting the previous functions and responsibilities of the Scottish Arts Council and Scottish Screen. CS is responsible for investing funding from Scottish Government and the National Lottery to fulfil its vision and objectives as set out in its 2011-14 operating plan. CS reports to the Cabinet Secretary for Culture and External Affairs, and co-ordinates policy development for the sector ensuring practitioners are involved in the development process. CS recognises the importance of the sector to realising social and economic growth, and its strategic objectives are well aligned

with HIE's priorities – in particular, cultural development and strengthening communities.

The national development agency for the heritage sector, **Museums Galleries Scotland**, launched its five to ten-year national strategy in 2012, aiming to: provide structure and channel investment to the heritage sector across Scotland; increase the impact and sustainability of museums; strengthen community connections, and develop global perspectives on Scotland's collections and culture. These aims are consistent with HIE's aspirations for growth of the tourism sector and the development of our region as an attractive and distinctive place.

The Heritage Lottery Fund (HLF) launched its strategic framework 2013-2018 in summer 2012. HLF is the primary funder for heritage projects, having received a significant uplift in resources as a result of the post-Olympics redistribution of Lottery funding.



HLF in Scotland has consistently been well aligned with HIE's aims, shown through a focus for its funding in more fragile remote communities and HIE account managed communities.

Observing and influencing how BBC Alba/MG Alba and any new **Scottish digital TV channel(s)** might evolve is a key focus for HIE and we will seek to identify ways to optimise the impact of this for our region. That will include support for efforts such as the growth of the linked network of production companies and supporting infrastructure which generate quality content.

Local authority saving reviews, prompted by public sector funding cuts, have put pressure on maintaining non-statutory services and cultural development services have generally been adversely affected through efficiencies processes. Many cultural development officer posts have been cut as local authorities prioritise future spending.

However, local authorities have also been proactive in adopting new approaches to support cultural development. One example of this is the Highland Culture Strategic Board comprising key partners working collaboratively to develop and implement a cultural strategy for the Highland Council area. New strategic developments in commissioning social and health services, such as the move to self-directed support and personalisation, may open up other new opportunities to progress cross-sectoral initiatives.

HIE and culture – strategic fit

HIE has set out a clearly defined Operating Plan 2012-2015, within which the range of our outcomes for the region are described. Our Operating Plan describes HIE's approach to the growth sectors, optimising use of our cultural assets through the creative industries, food and drink, and tourism sectors. It also details how HIE will support communities to maximise use of our

cultural assets to strengthen communities and increase both the attractiveness and resilience of our most fragile areas.

This policy, HIE: Ambitious for Culture, together with others such as that for Resilient Rural Communities, and Our Gaelic Plan 2012-15, translates our intentions from the Operating Plan and directly inform our actions, including those described within our Growth Sector Route Maps, Area Team Plans, Directorate Plans and other Annual Delivery Plans. So the hierarchy could be represented as above.



Hebridean Jewellery is a specialist jewellery maker based on the island of South Uist

DEFINING OUR REGIONAL CULTURAL OPPORTUNITIES

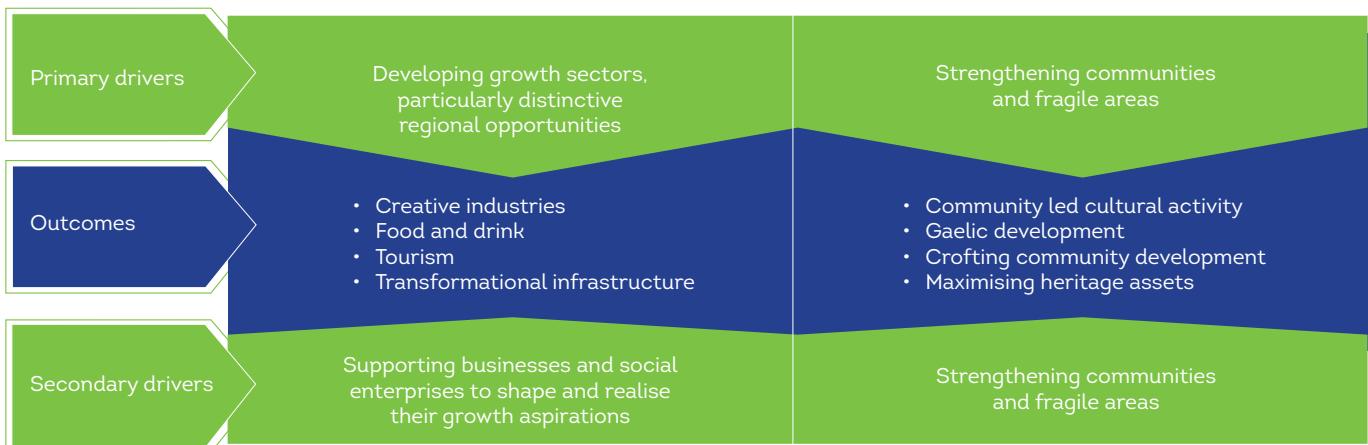
We acknowledge and value the diversity of cultural activities, and welcome UNESCO's broad definition of 'culture' as: "the set of distinctive, spiritual, material, intellectual and emotional features of society or a social group, that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs." (UNESCO, 2001)

Aspects of regional culture of importance to HIE are those which have greatest potential to realise economic and social growth associated with our four priorities of:

- Supporting businesses and social enterprises to shape and realise their growth aspirations
- Strengthening communities and fragile areas
- Developing growth sectors, particularly distinctive regional opportunities
- Creating the conditions for a competitive and low carbon region

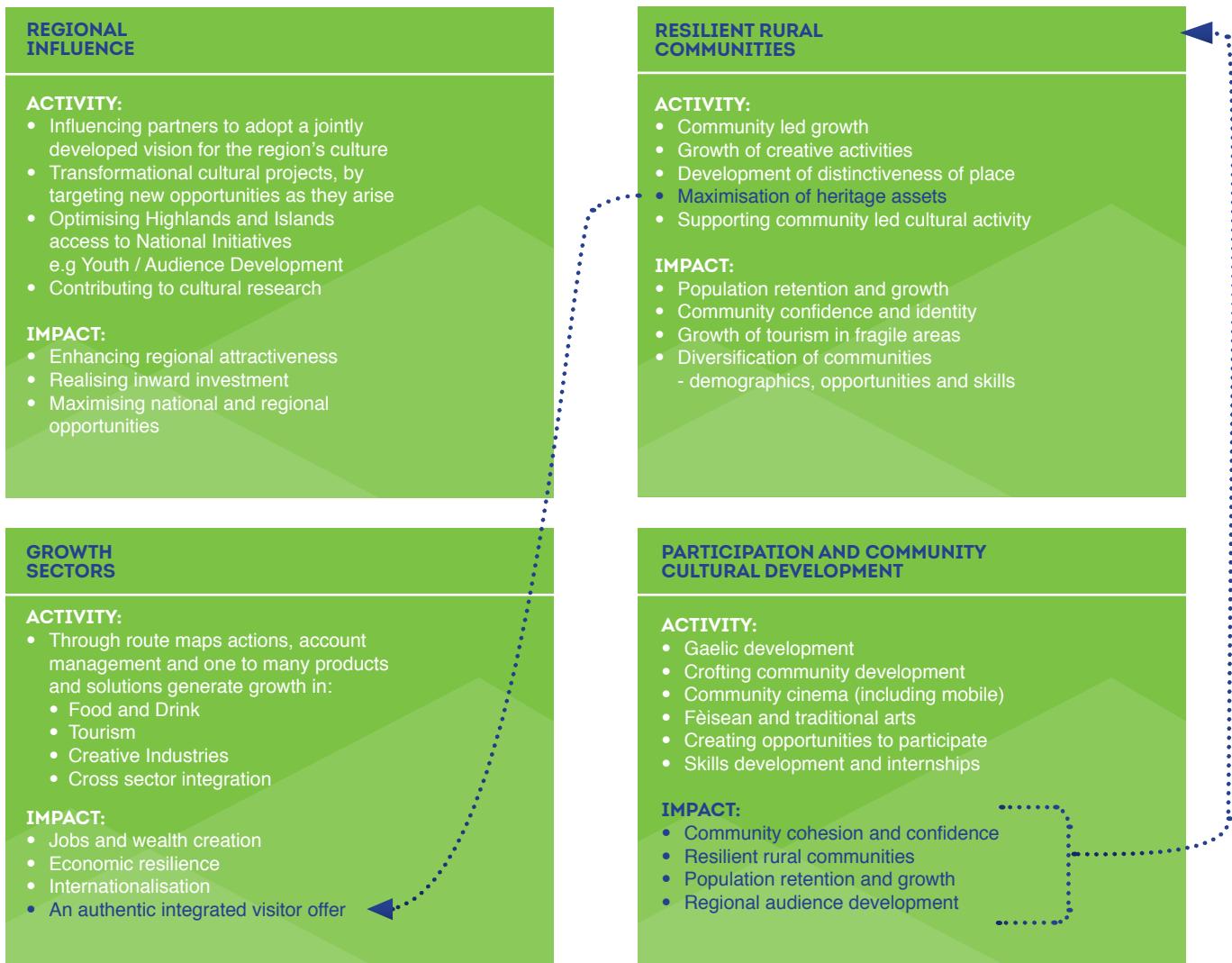
The development of this policy, providing unifying direction for HIE's investment into and support for culture across the region, has considered both the strategic fit of HIE with partners who share responsibility in this area and complementarity of input by HIE alongside other stakeholders. The following table demonstrates our priorities as the primary and secondary drivers of our cultural opportunities and key areas of focus:

HIE PRIORITIES - DRIVING CULTURAL OUTCOMES



The overview above allows the development of a summary matrix (below) which describes specific areas of activity (summary) and the impacts sought:

REGIONAL OPPORTUNITIES - ACTIVITY AND IMPACT





Highland Park distillery, Orkney

DEFINING OUR SCOPE

The wealth of cultural assets across our region presents a broad range of opportunities. These are outlined below:

Creative industries opportunity

The opportunity in this sector is in the continuing demand for high quality content, with technology allowing increased innovation both in production and distribution. While technology allows the creative entrepreneur to take control of more elements of the supply chain, we recognise the linked opportunity for HIE with partners to support the sector to address changing skills requirements. Ensuring the creation of the best possible quality of content, maximising existing delivery mechanisms and developing new opportunities, including the move from mass to niche markets and the shift in the role of the creative person to encompass retailing are significant opportunities.

Our investments will focus on identified potential in the screen/broadcast, music, writing/publishing, fashion/textiles and crafts sub-sectors. The rollout of next generation broadband is a significant opportunity for our creative industries, which we will help

prepare our clients to take full advantage of. We will also advance our support in maximising the capacity of the sector to internationalise the region's creative content.

Tourism opportunity

The opportunity in this sector is to work with the tourism industry to create better experiences based on our strong assets in our landscape, heritage, language and traditions, and across our most remote and rural areas. Areas of focus will include programmes for marine tourism, supporting the increased commercial connectivity of community/social entrepreneurial tourism activities and powerfully link provision into localities – all of which can generate significant positive impacts in many remote communities. Through capital investment in key locations with better co-ordination and promotion, we can create economic return from our culture, taken in this context as our coastal scenery, attractive communities, our islands and distinctive food and drink. We will also advance intelligence sharing and act to maximise impact from cultural activity as part of vibrant tourism economies across our region.

Food and drink opportunity

Tradition, customs and culture are often embedded in local food and beverage production and consumption. The food and drink sector within our region offers speciality foods of local provenance, prepared by skilled craftspeople and often offered within a traditional setting. The opportunity is to use our culture to help create value through, for example, more Protected Geographical Indication (PGI) status products – more companies developing distinctive branding and better placed to tell the story about connections between their product, place and the people who produce it. Authenticity of product, strong connections to localities, and a well defined regional offer for this sector all bring potentially transformational impacts for the Highlands and Islands region.

Cross-sectoral/regional opportunity

Perhaps the most obvious cross-sectoral, culture-focused opportunity relates to events and festivals. Last reviewed in 2009, HIE's events and festivals policy has now been fully integrated into this policy, HIE: Ambitious for Culture. As we facilitate a step change in the contribution that cultural tourism can make



Glenfinnan monument situated at the Head of Loch Shiel

for our region, we will target our support to regionally significant events and festivals that demonstrate specific and measurable social and economic benefits which have evidenced longevity for the communities in which activities take place. A particular focus will be placed on where legacies enhance the resilience and capacity of our most remote and rural communities.

Heritage opportunity

Heritage assets, both tangible and intangible, can powerfully define the identity of a community, a region and a country. To date our regional cultural assets have not always been fully optimised in terms of their contribution to the attractiveness of the region, the fundamental role they play in defining the unique and authentic visitor experiences our region offers, and as the focus of distinctive communities across our region.

HIE will work with partners and communities to optimise the contribution that heritage assets make to generating 'sense of place' for our communities, enhancing regional attractiveness and providing high profile, inspirational and authentic visitor experiences.

Gaelic opportunity

Scottish Gaelic is a rich asset for Scotland, but particularly for the HIE area where it is alive as a community language, including across many of our islands and the western seaboard. HIE's research into the Economic and Social Impact of Gaelic as an Asset, will inform how we focus our activity to enhance and spread best practice in capitalising on this unique and defining asset. It will also highlight areas where deploying Gaelic can bring social and economic advantage. This will inform procurement of future Gaelic development services, allow us to build on existing investments and enhance the account management process.

Crofting opportunity

Crofting is unique to the Highlands and Islands. This form of land tenure leads to collaborative land management and encompasses low intensity land use, integration within the landscape and biodiversity benefits. It is a strong repository for Gaelic culture and regional dialects and is a style of living characterised by attachment to the land and individuals pursuing multiple occupations. Crofting is therefore recognised as a cultural activity in its own right. We will continue to support crofting community development, working with communities to

integrate crofting-related developments to enable collaborative communities and the connection of the next generation of crofters with crofting, bringing about benefits including population retention, maintaining traditions, and resilience of our rural communities.

Community-led opportunity

We recognise the contributions that community-led cultural activity makes, through employment creation, participation and community cohesion, engendering a sense of place and increasing community confidence. Cultural community activities can be shown to add significant value to the quality of life offer within our more remote communities, supporting population retention, growth and a more resilient demographic. We will evolve our programme of capacity building support for community-led use of cultural assets, particularly where those demonstrate sustainable contributions to the tourism and creative industries sectors. We will enable talent development, increase community leadership of, and participation in, cultural activity, and support activities which develop sense of place and build community confidence. In maximising community-led cultural opportunities, we will directly contribute to increasing the resilience of our rural communities.



Dancers Rick Nodine and Jovair Longo from Bodysurf perform at the Findhorn Foundation Universal Hall.

PARTNERSHIPS

Cultural activity presents significant opportunities for social and sector growth, but requires well considered investment of our finite human and cash resource, proportionate to the benefits we can derive. In maximising benefits, we will focus our efforts with those of regional and national partners such as our local authorities and key national agencies. Locally, we will also work in partnerships with businesses, social enterprises and communities where alignment is clear, and with other partners whose activity may or may not be primarily focused on the delivery of cultural activities, but where opportunities for development initiatives within culture are apparent.

We will focus our actions and partnership investments where these generate significant, measurable impact. In reciprocal partnerships, we will share intelligence, knowledge and skills in collaboration with key stakeholders to enable informed decision making, prioritisation of initiatives and to drive greatest benefits from HIE investments.

We will lead on collaborating with partners locally and nationally to secure co-ordination of actions. For example, around audience development, support for touring arts and

production, which are a key focus of Creative Scotland, we will work in partnership to highlight opportunities, particularly those that in tandem deliver broader outcomes supportive of HIE priorities – ensuring that our region benefits from Creative Scotland's investment in these areas. We will also contribute to policy development initiatives, together with our partners, to influence Government and partner agency policy setting and reviews. We will create new partnerships and advance existing relationships as we achieve this.

OUR APPROACH

Our objective is to achieve the greatest overall impact from our actions to enhance the cultural environment of the Highlands and Islands, and bring about transformational change across all parts of the region, including in our most remote and rural communities.

In delivering our ambitions for culture, we make the following commitments to:

- Define and Promote our cultural offer, through shared intelligence across our region, enabling alignment of actions by partners and HIE
- Influence and lead multi-agency partnerships to pro-actively take forward prioritised initiatives
- Support businesses and social enterprises committed to sustainable growth within related sectors through access to support, products and account management
- Strengthen communities, enabling cultural activities and sustainable projects which bring about community capacity building, as part of medium and long-term plans to accelerate community cultural development
- Identify and act on opportunities, together with our partners, to undertake research which informs future HIE efforts to accelerate sector growth
- Prioritise investment of our finite resources flexibly to focus on maximising the potential contribution to our four Operating Plan priorities
- Manage and review our interventions to ensure that they are and remain the most effective, impactful and additional ways to optimise economic and social benefits through culture
- Resource our commitments appropriately



Mareel, Shetland - the UK's most northerly music, cinema and creative industries centre.

OUTCOMES

As we optimise our region's cultural, heritage and creative assets, we will enable:

- **Maximisation of national and regional opportunities** realised through visibility of evidenced opportunities and strong partnerships together with complementary contributions from stakeholders where there is alignment of intent and resources.
- **Inward investment**, influenced and leveraged by HIE's own investment, which enables the development of strategic **transformational cultural infrastructure projects**, both physical and virtual, particularly where those can be realised in fragile areas. Linked to other policy outcomes below, we will deliver **enhanced regional attractiveness** which supports **population retention and growth**.
- **Partnership working**, together with account management and specialist support, to realise increasing numbers of growth businesses and social enterprises, including collectives of creative individuals, in turn leading to, **employment and wealth creation**, growth in **internationalisation** and enhanced **economic resilience**.
- Cross-sector integration, strategically aligned with community ambitions, to realise an **authentic visitor offer** which in turn generates **growth of tourism in fragile areas**.
- **Diversified communities** which are confident and supported to pursue cultural initiatives and programmes which enhance demographics, optimise opportunities and develop skills

- **Community cohesion and confidence**, realised through participation in optimisation of cultural assets, benefits our most remote, rural communities. This in turn makes a direct contribution to resilient rural communities through sustainable cultural and heritage activities, which enable participation, capacity building, enhanced cohesion and **community confidence and identity**, together with realisation of income streams through cultural activities.

ASSESSING IMPACT

A number of actions arising from this policy will be described within HIE sector route maps, area plans and directorate plans. Impacts derived from these and other bespoke actions will be collated and evaluated to inform periodic planning/policy reviews. The design of the reporting/feedback requirements will be developed to include an annual report to HIE's Board. A 'programme', HIE: Ambitious for Culture, will be set up on HIE's internal management system, so that all HIE supported, contributing financial projects and specialist advice projects can be transparently captured and recorded. A programme report will be developed so that, at any time, the impact of achievements and financial interventions supporting this policy can be prepared.

ACCOUNTABILITY

All staff have responsibility for the implementation of this policy, and therefore accountability for its effectiveness rests with HIE's Leadership Team.

ADOPTION AND REVIEW

This policy was approved by the HIE Board on 30 April, 2013. It will be reviewed periodically and the first review will be not later than February 2018.

FURTHER INFORMATION

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Head of Community Growth

Neil Ross

FURTHER INFORMATION

a, chaid uair.

sgríobadh co-dhlí ron Ghearran 2018 airson

am gu am, agus fórmára am pollseasadh aith-

30 Gíblean, 2013. Théid aith-sgríobadh bho

Ghabh Board HIE níos a', phollseasadh seo air

GABHAIL OS LÁIMH IS AITH-SGRUDADH

Phollseasadh aith-sgríobha Stíliridh HIE.

mar sin thá an t-úllach aisron éifeacht a'

pollseasadh seo a chur an gníomh, agus

Thá uallach air gach gáach neach-obrach gus am

CUNNTACHAHLAHD

gus an urrainn, uair sam bith, a' bhuaidh a' th-

ailig gníomhán is tacaíocht a bheir tacit doin

phollseasadh seo a thomhas.

Theid aithris a', phogramm a dhéasachadh,

chomharrachadh is a chlárach gu foscailte.

proisceactan le comháite bho éolaíochan, a

HIE nu a thá, a' cruthachadh ionmhais, no

uirainn do gach príosneac, a ghleibh tacit bho

a-stáigh an t-sioslastim rian aig HIE, gus an

uirainn ar Cúlait, a stéidhreachadh taobh

am bi aithisg bhíadhnáil ann airson Board

dóighean aithris/moláidh a chealaigh gus

a nithear bho am gu am. Théid cruth nan

pláidí aith-sgríobadh air pollseasadh bhean

agus bheir sínn stilireachd dhunin airson

éile a chrinnéachadh agus a mheasadh,

bho ghníomhan a dhaoana-ghnóthach

buidhean bho na gníomhán sin agus

agus planaichean nan árd-roinnean. Théid

nan earraintean, na planaichean sgírelí

sna mapachéan stilírich aig HIE airson

thoradh ait a', pháiná seo, air am minneachadh

Bidh grunn ghníomhan, a nithear mar

A. MEASADH NA BUADHÉ

cultarach.

an tig teachd-a-stéach bho ghníomhan

atáine do chomháearnsachdan, agus as

aoiáidh agus a bheir misneachd is fein-

leabhadachach chomáasan, barrachd

seasmhach, a bhrosnachéas compairt,

ghníomhánan uitíreach is dhúcháil a thá

chomháearnsachdan laidir duitheacháil tro

sin le bheithe stíleadhéachadh

duitheacháil as ionmáilíche. Cuidichidh

buananachd do ar comháearnsachdan

dear neartan cultarach, agus a bheir

ann a bheithe déanamh am feum as mota

misneacháil, a thig bho bheithe dol an sás

comháearnsachdan aonáiceachta is

leasachéas slílean

fum as mota de na corthromán agus a

deamhgarfach an t-sluagh, a ní am

a chur an gníomh a chuidicheas le

gus ionmáitíean is programan cultarach

ag a bheit misneachd agus a ghreibh tacit

comháearnsachdan eadar-théasachta

turasachd ann an sgírean cuagáillach

an t-sluagh, a ní am

comháearnsachdan aonáiceachta

far an gábh ar gortáasan is amasaon

comhála ní tacit bho lucht-uidhe a ni fum

th, ann agus le comháearnsachas ládir

deánamh folláis eachnána is roinneil le bheithe

motála de neartan cultarach, dualchais is

cuathachail náiseanta is roinneil, cuidichidh sin le:

Fhad is a thá sin a', déanamh am feum as

motála de neartan cultarach, dualchais is

cuathachail náiseanta is roinneil, cuidichidh sin le:

An t-ionad as tuathail sa Ríogheachad Annnachile a thá an sás ann an ceol, taigh-dhealbh agus gníomhácháin cuathachail



TORRIDHEAN

COMPAIRTEACHAS



Cothromain air an stílireachd
e coimhearsnachdan

Thea sin a', tilgjismen an diotar a ni
gjumloinmhearrnsachdan: tha e a', curthachadh
ce comhmearrnsachdan: tha chosnadhenean, tha comhmearrnsachdan
aoanachthe is compairteach ann, i' e ceangal
aadar daone is an-téile far a bhéil iad
gjumloinmhearrnsachdan: tha e a', curthachadh
chosnadhenean, tha comhmearrnsachdan
aoanachthe is compairteach ann, i' e ceangal
aadar daone is an-téile far a bhéil iad
gjumloinmhearrnsachdan: tha e a', curthachadh
chosnadhenean, tha comhmearrnsachdan
mór ri díogh-beatha nán comhmearrnsachdan gu
sin le bhith cumail slúagh agus fás sna
comhmearrnsachdan. Théid tacit a thóirt do
tha a, déanamh réum de neartan cultarach,
urasachd is na giumloinmhearrnsachdan curthachail.
Cuidichidh sin le bhith leasachadh
cháilinntan, comhmearrnsachdan a tha
aistíson painit a ghábhail ann gumiomachadh
ghumloinmhearrnsachdan a stílreáid agus bhrí sinneadh do
do ghumloinmhearrnsachdan a stílreáid agus bhrí sinneadh do
chumhultarach a stílreáid agus bhrí sinneadh
aistíson painit a ghábhail ann gumiomachadh
cháilinntan, comhmearrnsachdan a tha
aistíson painit a ghábhail ann gumiomachadh

Cotthoman ann an croitearachd

Ergebnis kann man nicht nur auf der Basis von technischen Daten und Statistiken erhalten, sondern auch durch die Analyse von sozialen Prozessen und sozialen Beziehungen. Eine solche Analyse kann helfen, die Ursachen von sozialen Problemen zu erkennen und geeignete Maßnahmen zu erarbeiten. Sie kann auch helfen, die Wirkung von sozialen Maßnahmen zu überprüfen und zu optimieren. Eine solche Analyse kann jedoch nur dann erfolgreich sein, wenn sie auf einer soliden Basis von Daten und Statistiken basiert.

Cotrom a thaoibh dualchais

as duithcháile.
comhchearsanachdan as lomallaché is
sam bith seasmhachd is comasán ar
gú-héaradh air far an dainginlich dileab
sa bheil iad a' taccharit. Cuiríear cùdrom
a dhíreachdachd iarr stáit comhlaithe Stáitacháin

Cotárom a thaobh Gaidhlig

dorn Chomhairsnachd agus gus an dean an Ath ghnínealach de chroítearan Céangail ríis mar a' gléidheadh slúagh a', cumail suas cleachdadh ean, agus a', cruthachadh an fhearann. As an sín, thíos bunannachdan, chomhairsnachd a' gutha a' guthachail a tha laideir.

Cotrom a thaobh Gàidhlig

gus an toir ar neartan cultarach a bhualadh as mothair a súrlainn dháibh air!
cruithneachadh, ceangail, eadar ailtéachan i comháearnsachdan, a' déanamh na roinnt
nas tarralingiche, a', cruithneachadh ailtéach
is guthmhaichdan do luchtadhlai a tháinig
clíteach, togarrach agus druidhtheach.

ri lucht-compairt is coimhearsnachdan

cho fior chudromach agus a thia laid gus
deanamh cinniteach gum bi turas sonraichte
is susbainteach aig luchd-tadhail nar roinm,
agus mar dhighibh gus sealaitheann na díofar
chomhmeasnaeachdan eadar-dhealaichte a th-

comes a garden with a hundred and
sixty-four trees.

mhör a thóheit sár an lomhaigíth a th, aig comháearnasachd, roinnt no dithíláich. Thugige seo, cha do riinneadh am feum as mothair a b, urrainnearr de neartain cultúrach ar

faiscinn each agus do-bheantainn, buaigh

Cochrom a thaoibh dualchais
as duibhchaille.



Carm-cuimhne Gleann Fhiongħain aig Čeann Loch Seille

gan deánamh is gan gábhail. Tháin an roinn Biaidh is Deoch a' tabhanan seórasachan biaidh súilíteadh agus gu tric airí an tóit seachad ann ar suilídeachadhán triaiséanta. Tháin cothrom a churthachadh, mar eisimpiéir, túilleadh bídh le Comhára Tíre Dlónaita (PGL) - barraíodh chompanaidhthean a' cruthachadh lomhaigh shonrachthe dháibh fhéin le barrachd comasás innsse mu na ceangalachtéan eadar a ní e. Faoiadh déarbhachad a' bhatáir, sónrachthe ag innsse an aithreachadh mór a n'se a na tamchárasan is na feisean. Cháidh am polleasaílach ag HIE a thaoibh thachartasan a-steach don phoileasaílach seo, HIE: Ardt- amasán aírsion ar Cúltair. Fhad s' a thá sin a-steach don phoileasaílach seo, HIE: Ardt-ann an 2009, agus thá sin a-ní ait fhighe an aithreachadh air an uiread as urainn do a', cuidéachadh le bhith déanamh cruth- amasán aírsion ar Cúltair. Fhad s' a thá sin asteach don phoileasaílach seo, HIE: Ardt-ann an 2009, agus thá sin a-ní ait fhighe an aithreachadh mu aithreach. Is feisean a thaoibh thachartasan a' ait fhighe an aithreachadh a' ait fhighe an aithreach. S' dochá gur e an cothrom as folláistíche a tháin an aithreachadh a' ait fhighe an aithreach.

Cotitromoam a thaoabh biaidh is deoch
Glu math tric, tha dliuth dh&amh Eadar

The Cothromen ann an Turasachd
easachadh nì linn ar neartan a thabdh na trè,
duachas, cùnan is Sean-n-chlaechaidhean
sua sgirean imallach aganin. Am meag
narrachd cheangalichéan comhreacha
siossealla/colimhearsnachdan
aodaidh seo uile buaidh mhor a thòit air
linn seilbh chialpa ga chur an sàs airson
cùiteachan cuirdromach le co-ordannachadh
s sanasachd nas fhearr, bheir ar cultar
oraidhean Eacnonamaich dhùlinn; a' toirt
a-straigheig gu sònraiche tealladh ean a'
chossta, comhearsnachdan tarraingeach,
nr eileanan agus buidh is deoch na sgeire.
Cùideachd, bronsachd shin daoinne gu
dòthit ronin déolais agus cùidichidh shin guis an
uirainn do ghìnloimhachd chultarach buaidh
mhòr a thòit air Eacnonamaich laidir na
urascachd san roinn.

Cotthroman ann an Turasachd

Annan seo, tha iarratas ann Alison leigeli le daoinne a tháinig mór mhaith, agus telenodolais a' suspaitear a tháinig mhaith, agus telenodolais a' solracachaidh, tháinig mhaith, agus telenodolais a' ghabhail air barrachd mhéirean den-tislaistam solarachaidh, tháinig mhaith, agus telenodolais a' ghabhail air barrachd mhéirean chruithachaidh smachd a' an neach-líonnsagairn chruithachaidh smachd a' do HIE is a lucht-compair tacit a thoirid don thaoibh sgilean. Siad na cothromain mraea san earrainn seo: a' déanamh cinteach a' gum bi suspaitear fóir bharrachthe ann, gun dearnar am fium de mhodhan libhigrifidh a' th, ann mu thráth, agus gun cruthaichear cothromán ura, an líob sin, a' glúasadh bho maragaidear mórá gu bheag, agus mar a thá le comas siorbhéacachd sná fó-earrainnean. Third ar tailc mu choiminiúmh phróiseacraithearrachd gu bhithe gábhail a-steach reic. ailleathanasian an neach chruithachaidh ag seo: sgíofion/craolachd, ceol, sgriobhadh/foiliúchachd, fasan/aodach frigthe agus clíord. Se cothrom air leith a th, sunns an thabhanan, do na gniomhachasán cruthachail, atá ire den bhán-léannan, a bhios ga aghus cuiidíchidh sin ar lucht-déilighid gus bhuansachd fháighinn a's. Bheir sinn ian

Cotroman sna gniomhachasan

Tha moran chothroman anns na neartan
cultarach ar sgíre. Seo iad gu h-iosal:

COTHROMAN AGAIN
A MINNEACHADH NAN





COTHROMAN RÓINNNEIL - GNÍOMHÁN IS BUILLEAN

Mar thoraigh air an deilbh fharsaing gu h-ard, gabhadh clar (gu-liosal) a chruithachadh le gearr-chunntas ar roinntearan guthmheachd sonraichte agus na buillean a thithear an duil fhraiginn:





- A. Sonraeachadh Cothromain
- The sinne a' toirt aithne do agus a' cur liuch air farsaligachd ghnioimhain cultarrach. Agus tha sinne a' cur failte air a' mhinneachadh cuileannach air a chuirrean mar: Tha ceithir priomh amasan ann a tha cuileannach arisorn HIE, an fhreathainn agus gu soiseata mar:
- A' toirt teic do ghnioimhachasan is iomairtean soiseata na amasan aca
 - A' neartachadh choimhearsanachdan is airson fas a chealaich agus a tholtuig gu bultu
 - A' leascachadh roinnean soibhreachail, sgriean dubhlanach
 - Gu h-áradh cothromain sónarachte don sgíre
 - A' stéidhreachadh sgíre farpaiseach agus nas lughá de charbon
- creideamh." (UNESCO, 2011)
- Seata de dhítheartan sonraeachte, spioradail, "seata de dhítheartan sonraeachte, spioradail, nithil, earrachinnell is co-cheangalaithe ní fhearsaing aig UNESCO air cultair, mar:
- Fairgeachdainnean a bhios aig comann-
- Sóisealla no buidheann shóisealla, a' gabhail a-sleach, chan e dréach eallain is littreachas, ach díghenean-beatha, díghenean gus a bhithe béo comhla, luachan moralta, dualachas is a-chruithachas, agus príomh roinntean a chruithachas, leanaas a' sealtaim ar príomhachasan, mar phriomh is dráma gníomhain a chruithachas, mar leanaas a' sealtaim ar príomhachasan, mar cothromain cultarrach, agus príomh roinntean air a bhfeillear a' cur cultorm:

Ann a bhith deasachadh a' phoileasachd see, a bheir stílir aonairchthe air mar a bheir HIE tacit do chultarr air feadh na roinne, chaidh beachdachadh air mar a dh'fheargras ro-innleachdan HIE air amasan ar luchtúd.

complít aig a bheil uallach cídeachd airson na roinne seo agus mar a bhios na ni HIE a' co-fheagairt air idirphéan dhaoine éile le compaitiann an cultar. Tha an clár a

leanaas a' sealtaim ar príomhachasan, mar cothromain cultarrach, agus príomh roinntean air a bhfeillear a' cur cultorm:

Ann a bhith deasachadh a' phoileasachd see, a bheir stílir aonairchthe air mar a bheir HIE tacit do chultarr air feadh na roinne, chaidh beachdachadh air mar a dh'fheargras ro-innleachdan HIE air amasan ar luchtúd.

complít aig a bheil uallach cídeachd airson na roinne seo agus mar a bhios na ni HIE a' co-fheagairt air idirphéan dhaoine éile le compaitiann an cultar. Tha an clár a

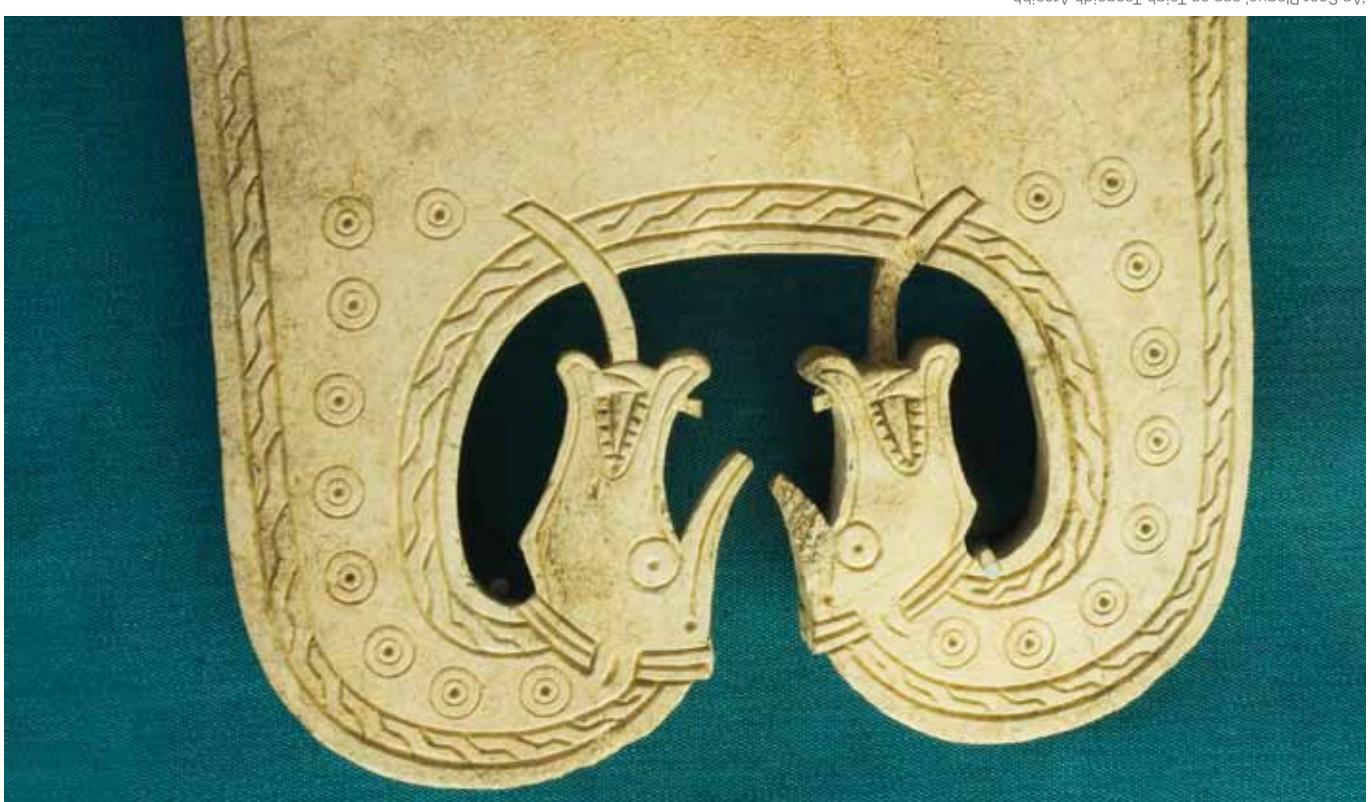
leanaas a' sealtaim ar príomhachasan, mar cothromain cultarrach, agus príomh roinntean air a bhfeillear a' cur cultorm:





agus ni iad cinníteach gú bhéil líucht-ealaín agus sás sa phróiseas leasacháid. Thá ACG roinn airson cur air a dháthat fás eacnamaíochta is solseála, agus tha na h-amasan ro- inmheachdail acá a freagairt gú math air príomhachasán HIE - gú sonraicthe, leasacháidhean cultarach is a' neartachadh choinimearsnachdan. Chuir a' bhuidhleann leasacháidh náisiúnaita tásgaíoch is Gallieardhean na h-Alba, an bhog ann an 2012, agus iad ag iarraidh: strúctar a stíeldheachadh síosón earráinn an duacháis ann an Alba agus maoileachadh déanamh nas seasamhaché; ceangalaithean comhchearsnachd a neartachadh, agus tairghean-tásgaíoch a leudachadh agus an a tharraiging thuíche; a bhuaidh a th, aig sealáidhean cruinneil a churthachadh de churimneacháidhean is cultar na h-Alba. Thá na h-amasan seo a' co-threagaití airi mar a thá HIE a' minnáeachadh agus gun téid róinm na turasachd a mhéudachadh agus gun téid ar agus sonraicthe.

Dleastaasan is raoimtean obrach



Ciurid	Deallbhadaireachd	Filim is bhílio	Geamaannan cointíputáit	Deallbhacachad	Cléasachd	(a' gabhair a-stagigh danna)	Bathtar-bog/fóillseachadh	eléag trónaileach
Fasan is aodach frighe	Réidio is telebhisean	Dualchais	Foghlam cultarach	Céol	Ealaín leirisimne	Ailtireachd	Sgiobhadh is fóillseachadh	Sgiobhadh
Fasan is aodach frighe	Réidio is telebhisean	Dualchais	Foghlam cultarach	Céol	Ealaín leirisimne	Ailtireachd	Sgiobhadh is fóillseachadh	Sgiobhadh
Ciurid	Deallbhadaireachd	Filim is bhílio	Geamaannan cointíputáit	Deallbhacachad	Cléasachd	(a' gabhair a-stagigh danna)	Bathtar-bog/fóillseachadh	eléag trónaileach

Fo-earrainnean nan Ealaín is nan Gníomhaícheasan Cruthacháil (Sgríodach air Buaidhthean Eacnamaach 2012)

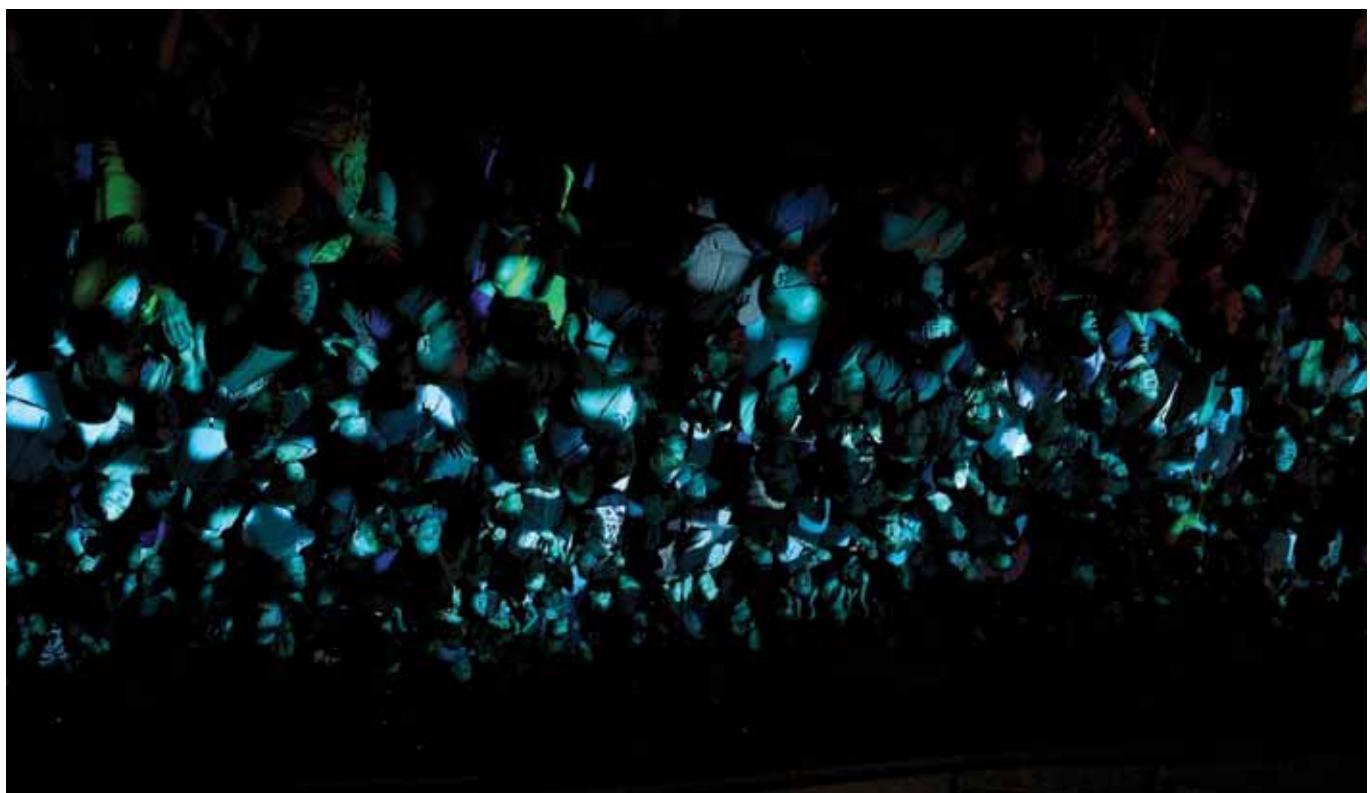
o-earrainnean san, earrainn'; chuidíach a chomharraíochd gun roibh 16 chuidíach a thomharraíochd gun roibh 16 chuidíreas ná h-Ealaín is nan Gníomhaícheasan compáit le lomairt ná h-Alba, air mar a Alba Chruithacháil o chionn gohoird an Alba a Mhíeasadh (Ógmhios 2012), a rinne Gníomhaícheasan Cruthacháil ann an 16,297 daoinne ag obair sna gníomhaícheasan Eacnamaach: Dóigh gus Buaidh San sgríodach, Sgríodach air Buaidhthean

measg thá: • Barraíodh compáit ann an cultúir Thor piseach air larachthean eachráidheil ná h-Alba bi am polleasaíocht seo a' tarráing agus e' Náiseanta tha comharran colléanaidh air am cultúir. Cuidéachd, san Fhreáam Colléanaidh 16-Eileannan; le 2, 93 gíomhaícheasan san h-Eileannan a bharrachd, (GVA) ann mar iomlán a bharrachd, (GVA) ann mar earrainn eacnamaach seo, tha €318m iúach thordach orra agus tha iúach-malairt €739m ann gach bliadhna. A' gabhair is na slíseán-tomhais seo, dhíthíodh gu bheil 7% de líach eacnamaidh iomlán na Gáidhealtachd is nan Eilean a, tigíonn bho earrainn nan gníomhaícheasan cruthacháil is obair co-cheangailte rís, tha HIE den bheachd gu bheil sin cùdromach agus sin a, sior chomhmeadairson cothromán gus maoin a chur an seilbh ná h-earrainne. San sgríodach aig Ekos, Sgríodach air na Gníomhaícheasan Cruthacháil – Aithisig do HIE

Fás is cultúr

CO-THEACSA NAN COTHROMAN AIG HIE

Luchtú clúich Féis Bláas aig Curt an Aodáin, Inbhir Nis



HIE:ARD-
AMASAN A
AR CULTAI

S NAN EILEAN

10MAIRT NA GÁIDHEALTA CHD

DEALBH FARSAING





A' déanamh am feum as mortha
de ar neartan cultarrach,
dualchais is cruthachail

ARD-AMASAN AIRSON AR CULTAIR