

art in
healthcare

Art in Healthcare Strategic Plan

2024-2028



Photography: Art in Healthcare team.

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Executive Summary

Art in Healthcare's mission is to provide engaging and impactful creative opportunities to support and improve the mental and physical health and wellbeing of individuals in Scotland. Many of these activities take place in community, health and social care settings.

We know that art can help people to feel better and believe that everyone should have the opportunity to experience art. As inequalities in society and within access to healthcare grow, Art in Healthcare is providing services that are needed more than ever, and demand for our services is high.

“Creativity is not just nice to have, but central to supporting people to live well, and in the creation of healthier, happier and economically flourishing communities.”¹

We share our art collection and art workshops with individuals and communities that are under-served by mainstream arts provision. We work across Scotland, identifying and mitigating barriers to participation. We place our large art collection in non-gallery spaces like hospital and GP surgeries and take art workshops to people in their communities, both in person and online. This approach allows us to work with individuals and communities who would otherwise not be engaging with art, artists or creative activities. All workshops are free at the point of delivery.

We strive for excellence in all aspects of our operations and programmes. We support creative journeys, rooted in art and expression. Whilst what brings people together might be a shared experience of caring, feelings of loneliness or a health condition, our workshops provide space for participants to explore techniques, experiment with materials, develop friendships, build confidence and express hope.

As we look to the future, we will continue to develop, responding to the changing context in which we operate. Our focus will be upon maintaining and growing our current programme, enabling us to maximise our impact. We will further develop our role as a sector leader and influencer, by sharing our learning, expertise and advocating for policy change for the benefit of individuals living across Scotland.



Photography: Art in Healthcare team.

Introduction

This plan has been developed in consultation with artists, funders, participants, partners, staff, trustees and volunteers. We are grateful for all contributions and recognise the richness that such a diversity of voices has provided. The plan details our history, current work and future ambitions.

In 1991, when the organisation was affiliated to Paintings in Hospitals, placing artwork in hospitals was innovative and was largely unsupported by research. Thanks to our work and that of others in the sector, it is now widely understood that art and design can have positive health benefits.²

Our art collection makes us unique. It features 1,500 works by both established and emerging Scottish artists. The works are diverse in theme and format, but united by the fact that they are curated through the prism of 'care'. We have placed engagement at the heart of the collection, utilising it to improve health and social care environments and as a creative resource for a wide range of participatory art programmes.

Statistics tell us that whilst not everyone feels comfortable visiting a gallery or museum, most individuals make use of healthcare services.³ By placing our collection in hospital waiting rooms, GP surgeries and residential care homes across Scotland we are taking art to new audiences and making those environments more welcoming and stimulating for patients, visitors and staff.

The arts can help to address health inequalities and we continue to widen access to creative activity. Evidence shows that the arts can improve the mental and physical health of individuals, from supporting self-management of conditions at home to aiding recovery in hospital or providing comfort in a palliative setting.⁴

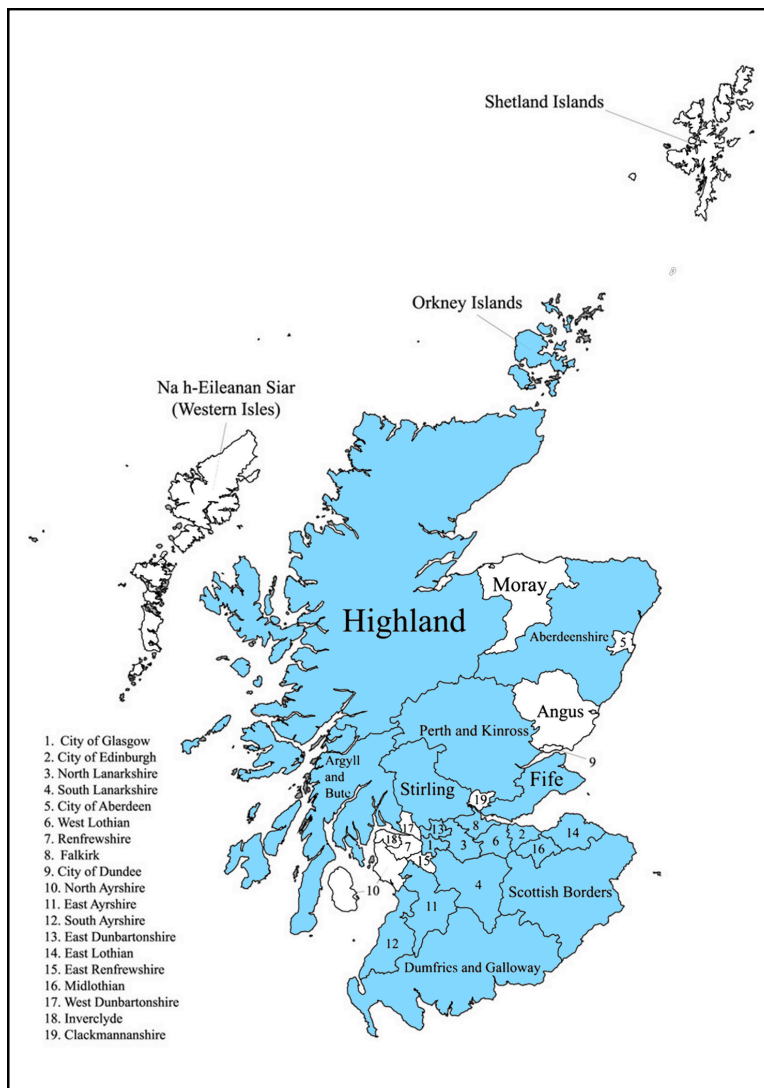
We advocate for the benefits of the arts to health and wellbeing, promote best practice, add value to current services and increase provision in under-served areas. We are based in Edinburgh but work across Scotland. Currently, seven hundred artworks from our collection are exhibited in thirty-five health and social care settings, in thirteen local authorities from Ayrshire to Orkney. We are delivering programmes of creative workshops activities in East Lothian, Edinburgh, Fife, South Lanarkshire and Midlothian, with plans to develop activity in Dunbartonshire, Inverclyde and North Lanarkshire.

All work is underpinned by our organisational value of care. We care for people, our art collection and our environment. The climate emergency is one of our organisational priorities for the period 2024-2028. Our plan recognises that we need to mitigate our environmental impact, shaping our programming to influence partners, participants and funders, and plan for adaptations to our operations.

We are a small team of eight part-time staff [4.5 FTE], supported by professional freelance artists and curators and a board of trustees who are ambitious with relevant

skills and experience. We have a Participant Advisory Group, ensuring that the views and needs of those that we work with shape our decision-making. We are committed to Fair Work and want to be an excellent employer. We value and support flexibility, inclusion and diversity.

Map of areas where we work (shaded blue)



We value the significant contributions that artists make to society, creating space for reflection, joy and challenge. We want to work with more artists and curators and to provide development opportunities for early career artists.

The health and wellbeing of our team and those we work with is important to us. We will develop and test a programme of support during this plan, which we hope can be shared with creatives beyond Art in Healthcare. We are piloting the use of Peer Workers in workshops, to provide greater support and signposting to participants and to allow artists to focus upon creative delivery.

Our plan for the period 2024 – 2028 is both ambitious and realistic. We describe our commitment to artistic quality and equality, diversity and inclusion, in the choices we make for our collection and the artists and organisations with whom we partner and work.

Vision, Mission and Values

Our Vision

Is that art and creativity will improve health and wellbeing for everyone in Scotland.

Our Mission

Is to provide engaging and impactful creative opportunities to support and improve the mental and physical health and wellbeing of individuals in Scotland. Many of these activities take place in community, health and social care settings.

Our Values

We have three organisational values which guide our decision making and inform our behaviour as an organisation. These are:

Care

We care for people, our art collection and our environment.

Communities

We work Collaboratively to make connections between people and art and to encourage health and social equality.

Creativity

We believe the arts have a positive effect on health and wellbeing and should be available to everyone.



Photography: Alan Dimmick.

The Power of the Arts to Create Change

Public Health Scotland’s vision is to “see a Scotland where everybody thrives”.⁵ A growing body of research documents the benefits that the arts can make to health and wellbeing and health creation such as reducing loneliness and isolation, increasing resilience, improving wellbeing and providing social connection.

The All-Party *Creative Review* recommends that “creative health should form an integral part of a 21st-century health and social care system, one that is holistic, person-centred, and which focuses on reducing inequalities and supporting people to live well for longer”.⁶

Professor Helen Chatterjee, Health Inequalities Programme Director at The Arts and Humanities Research Council, states that we can “improve the length and quality of our lives by making use of the rich cultural, artistic, nature and social resources that already exist within our communities. In this way, we can shape a healthier, happier Britain”.⁷

Creative Scotland wants to see “more people from all parts of society access, participate in and value a range of artistic and creative activities”.⁸ This strategy sets out how we aim to increase access to art and creativity in Scotland, particularly for those individuals and communities experiencing, or at risk of experiencing, ill health.



Photography: Art in Healthcare team.

External Environment - Context and Need

We undertook a SWOT analysis to understand internal and external factors that we anticipate will most strongly impact upon our work over the period of this plan.

External Factors

The Climate Emergency	"Climate justice and health equity are urgent, intersecting issues. Climate change impacts everything from mental health to respiratory health and affects people unequally". ⁹ We will directly address the connected issues of climate change, environmental degradation and public health through our practices, programmes and influence.
Cost of Living Crisis	The COVID-19 pandemic, Brexit and global insecurity have resulted in "an unprecedented cost of living crisis, creating a second health emergency". ¹⁰ We know that the cost-of-living crisis is felt most acutely by the most vulnerable and those living with long-term health conditions.
Government Funding	Local and national government finances are under enormous strain, and that has a direct impact upon our ability to access the appropriate level of financial support needed to deliver our services.
Health Inequality	<p>Parts of Scotland have the lowest life expectancy in the UK. If we consider healthy life expectancy¹¹ in the most deprived areas people spend nineteen more years in poor health, compared with their counterparts in the least deprived areas. The social determinants of health include poverty, discrimination, loneliness, unemployment and a lack of social and cultural opportunities.</p> <p>Social isolation and loneliness are recognised as a public health issue by the Scottish Government.¹² It can increase the risk of mortality in both men and women, even after underlying health problems are considered.</p>
Mental Health and Pressures on Health and Social Care Services	There is a mental health crisis in Scotland, and we are acutely aware of the fragility and patchiness of mental health support. The Scottish Government's <i>Mental Health and Wellbeing Strategy</i> states "there is no health without mental health". ¹³ The pandemic laid bare the pressure that health and social care systems are under. Lengthening waiting lists result in it being harder for people to access services and greater need and pressures for unpaid carers affecting both their mental and physical health.

Internal Factors

Staff Capacity

We need to retain current expertise and grow the overall capacity of the team, allowing us to build upon successful programmes and pilots and to increase our reach, particularly into parts of Scotland that currently have an under-developed approach to arts and health. Diversifying our team, staff, trustees and volunteers, to better reflect the communities that we serve is a priority for us and will support organisational resilience.

Art Collection

During the pandemic the art rental scheme [in which health and social care providers pay a subsidised annual rental fee for artwork] paused, allowing us to review it. We recognise that it needs to be developed and modernised with a focus upon engagement to better meet the needs of healthcare providers. Moving forward the artwork on display will be the starting point for programmes of activities for patients, visitors and staff in healthcare settings. Activities may include creative workshops, art tours, staff training and on-line programmes. Over the next four years, the collection income stream will be enhanced as a programme of new participatory services is introduced.

Post-pandemic health and safety considerations in healthcare environments have changed resulting in some of our collection being unsuitable, for example large unframed canvases that can't be cleaned in situ. We will be reducing the overall size of the collection, deaccessioning works that no longer fulfil our aims. This will create space for new works that better support programmes of engagement.

Funding

We have been diversifying our funding model by growing community fundraising and developing a broader range of services that can be purchased by NHS boards and trusts and corporates through the Culture and Business Marketplace. We have claimed Museum Galleries Exhibition Tax Relief since 2018/9.

As we develop these income streams, we are still reliant upon public funding and trusts and foundations. We are currently attracting funding support to develop our engagement activities, but securing core costs and collection costs continues to be challenging.

Less year-to-year fundraising will make more time available for other areas of work. In particular we aim to develop our ability to share our learning, influence debate and policy setting and better advocate for the individuals and communities that we are working with. This work will benefit us as an organisation and strengthen the arts and health sector.

Access to Creative Scotland Multi Year Funding will allow us to apply for a range of Scottish Government multi-year funding strands, enabling us to further develop our financial stability.

Our Aims

Aim one: Use Art and Creativity to Help People Feel Better

- Use the success of our current programmes as a springboard for consolidation and growth in provision, scaling up to cover more of Scotland.
- Expand our work with people living with long term health conditions.
- Find targeted opportunities for growth in our engagement programmes, informed by the voices of our partners and participants.
- Maximise the potential of our collection to improve health and social care settings.

Art Collection

The art collection is a unique creative resource for artists and a wide range of participatory art programmes. We will improve access to works located within our store for artists and participants. When on display, exhibitions will be supported by interactive opportunities such as creative workshops, tours and on-line activities, to increase and deepen engagement with art works.

Participation

We deliver four programmes that have significant benefits for participants. We currently work with over 300 people per annum on a regular, often weekly, basis.

Caring Spaces is a programme for unpaid adult carers in East Lothian, Edinburgh and Midlothian. Regular online and in-person workshops led by professional artists, provide respite, connecting individuals in a similar situation whilst experimenting with materials and techniques.

Make It Better is led by professional artists and uses our art collection as a resource to work with residents in care homes and hospital wards to provide meaningful activity and to enhance wellbeing.



Photography: Alan Dimmick.

Room for Art is a social prescribing project, that we established in 2016, to provide a programme of five pop up art studios within community spaces throughout Edinburgh. Supported by professional artists, participants explore creativity with the aim of improving their health and wellbeing. This programme is supported by one-to-one and small group art therapy sessions.

Taking Art Home is for people across Scotland who find it difficult to leave home due to long term health conditions. We have four groups running weekly - two for people living with long term health conditions and two for people living with Long Covid.

Feedback tells us that a key strength of the above projects is the consistency that they provide across sustained periods. We plan to maintain current delivery and work in partnership to expand programmes into areas that are currently under-served such as Dunbartonshire, Inverclyde and Lanarkshire. We will continue to shape and develop services in response to need, being guided by participants and partners.

Our model of 'adding value' to current provision works well and ensures that appropriate support networks are in place for participants. We plan to develop a minimum of two new programmes and partnerships per annum to address need and compliment other services. An example of this approach is a project that we developed in partnership with The Welcoming delivering relaxing art sessions for New Scots affected by war, displacement or persecution.

In addition to our work for patients and visitors to health and social care settings, we recognise the pressures that healthcare professionals are under and will develop creative opportunities with the specific intention of supporting the health and wellbeing of staff teams.



Photography: Art in Healthcare team.

Aim Two: Increase Access to Art and to our Services

- Place engagement, inclusion and accessibility at the core of all our activities.
- Unlock the potential of the art collection to reflect the communities it serves.
- Develop new partnerships, across Scotland, to diversify the range of community, health and social care settings we engage with.
- Focus resources upon under-served audiences and communities.

Art Collection

We want more people to be able to view and enjoy works from our collection. We will achieve this by developing a new operating model for the art collection. We will partner with health and social care providers to develop exhibitions and associated activity programmes for patients, residents, visitors and staff. We will create space for new acquisitions and commissions, working toward the artists featured in the collection reflecting the diversity of the communities with whom we work. This will ensure that the collection remains fresh and relevant.

Participation

We will continue to focus our resources on communities that are under-served by mainstream arts provision. Individuals may lack opportunities because of where they live, and so some of our partnerships will be guided by geography. Others will be guided by a health or social need. An example of this approach is Taking Art Home, a project that delivers live on-line opportunities to adults across Scotland living with Long Covid and other health conditions that prevent participants from leaving home.

Our work responds to need. During the lockdowns, associated with Covid, we recognised that some potential participants needed additional support before joining our workshop programmes. We met this need by introducing a programme of one-to-one and small group Art Therapy. This service continues.

We have recently introduced a pilot Peer Worker programme to provide additional support in workshops and signpost to other relevant services. This intervention recognises that some of the participants being referred to our programmes have more acute needs, as waiting lists for healthcare services lengthen.

We want to reduce and remove barriers and our approach will be flexible and supportive of adaptations. This will apply to all aspects of our operations from improved accessibility of our communications to our choice of partners and venues.

The accessibility of our website has been considered using the standards of the Worldwide Web Consortium and has been tested using the WAVE web accessibility tool. We will regularly use this tool in conjunction with formal reviews and informal user feedback to ensure that the website is accessible to all users.

Our Access Statement and Equality Pledge, which uses the Human Rights Framework FREDA – fairness, respect, equality, dignity and autonomy, guide our decision-making. We will support our team to ensure that participatory programmes are delivered well and safely, including a focus upon relevant training.

Aim Three: Widen our Partnerships to Unlock Potential

- Use our unique position to advocate for the health benefits of art, and to increase our profile as the 'go to' partner for art in healthcare.
- Empower communities and partners to help shape our services.
- Develop more opportunities and support for artists and curators.
- Use evaluation and data to inform our activities and share our learning to advocate and influence wider debates.
- Meaningfully and regularly engage with local, regional and national networks, contributing to debate, policy, conferences and publications.

Curators and Artists

We will grow the range and number of opportunities that are available to emerging and established curators and visual artists to include annual commission opportunities. We will increase our support for artists with lived experience of some of the situations that our work addresses, which will be beneficial to them, and will further strengthen our art collection and engagement programmes. We will work with partners to pilot and embed annual professional development opportunities specifically for artists living with long-term ill health.

A new initiative, Artist Journeys, will provide eight paid opportunities for early career Visual Arts to work alongside established artists, growing their skills in participatory arts. We will continue to participate in Career Ready, supporting social mobility through a paid work experience opportunity each year.

Participation

We will continue to champion a human-rights based approach, in which we recognise the person, value lived experience and celebrate diversity. We will work collaboratively and be active listeners. We will continue to place the voices of service users at the core of service design, building upon the success of the Participant Advisory Group [PAG]. The PAG was established in 2023 and provides a regular opportunity for Room for Art participants to review the programme and inform decision making. This PAG is chaired by a trustee who is also a service user.

Sector Development

We will advocate for the benefits of art and creativity to health and wellbeing. This will involve new partnerships with art schools and medical schools, the development of toolkits and the introduction of training programmes.

We will further develop our evaluation and documentation to ensure that we are fully capturing our short, medium and longer-term impacts. We will develop a Theory of Change to guide us.¹⁴

We will share our expertise with working groups, at events and on Boards to influence policy and societal change. We will work with partners from other sectors, to strengthen our skills and expertise and to challenge ourselves to further develop our thinking and behaviours in relation to our organisation priorities.

Aim Four: Be the Best, Most Inclusive Employer we Can

- Be guided by the Framework for Fair Work in Scotland, meet sector employment and remuneration standards and provide flexibility.
- Make positive steps towards our trustees and staff team being fully inclusive and representative of the communities we serve.
- Provide structured and meaningful routes into the arts sector, with an emphasis upon broadening diversity.
- Further invest in training, mentoring, networking and volunteering opportunities to unlock the potential of both our staff and our partners.

Recruitment

We recognise that diversity brings resilience to an organisation, and we are working to broaden the range of lived experiences and skills that are represented within the team and at Board level. We are committed to having a team that is made up of diverse skills, experiences and abilities and undertake open recruitment; applications can be submitted in a range of formats. We conduct most interviews on-line and always share questions in advance. We collect EDI recruitment data, allowing us to understand where improvements need to be made.

We have an Access Rider that is shared with all staff, trustees and volunteers, inviting them to make us aware of any support that we can provide to meet their access needs. This is supported by an Inclusion Fund within the budget.

Fair Work

We are a Living Wage Employer and are working towards being a Living Pension Employer. We follow Scottish Artist Union rates for all freelance visual artists that we work with. In addition to regularly reviewing terms and conditions, providing regular training and peer support and supervision opportunities we are a flexible and supportive employer.

Our policies are regularly reviewed with staff wellbeing and fair work principles in mind, and always up to date with new legislation. We further demonstrate our commitment to our team by being involved with a range of initiatives including Carer Positive [Engaged] Disability Confident [Committed], the Menopause Workforce Pledge and the Young Person's Guarantee.

Professional development, training and progression opportunities will continue to be made available to our team along with a new service to support their health and wellbeing.

We offer participants creative journeys and sometimes this involves them volunteering or working with the charity. Our current Research and Collection Assistant and a member of our board of trustees both began working with us as participants in our social prescribing and art programme Room for Art.

Supported by a Volunteer Coordinator, volunteer roles are clearly defined, and induction and on-going support are provided. We are working to ensure that these opportunities are available to individuals located within the communities in which we deliver services.

Aim Five: Challenge Ourselves on our Environmental Responsibilities

- Develop skills and empower our staff and trustees to meaningfully engage with the climate emergency to bring measurable innovation to our related activities.
- Interrogate our functions and risk awareness to ensure climate action, adaptation and mitigation have been considered.
- Ensure there are opportunities for engagement with the natural environment and climate change as part of our programmes.
- Use our position to influence those that we work with to challenge themselves on climate.

Art Collection

A move to new storage facilities presents an opportunity to review and improve our processes around sustainability and the collection. We will make decisions through the lens of reducing carbon emissions and we will not use the collection to support conspicuous consumption [by producing imprudent associated merchandise].

Operations

We will improve how we measure our carbon emissions and report these annually via Creative Carbon Scotland's framework. Our organisational policies and procedures will reflect the need to plan for adaptations and mitigations.

Participation

We will further develop the visibility of nature and the environment within our programmes and will employ and commission visual artists who share our concerns and commitments. We recognise the link between the climate crisis and health inequalities and will use our programmes to meaningfully and sensitively explore this with participants, audiences and supporters.

We recognise the importance of 'place' and will continue to ensure that programmes are delivered in locations that are convenient and accessible for participants. We will always prioritise recruiting artists and purchasing resources local to a project.

Sector Development

We will be an active member of sector wide developments and initiatives such as the Green Arts initiative and the Green Arts Charter, participating in training and sharing our learning. We will also use our position to influence others and will make programming decisions that prioritise artists and organisations that share our commitment to environmental responsibility.

Aim Six: Be Financially Secure and Fully Resourced

- Further diversify our funding model to reduce reliance on limited short-term funding sources.
- Further develop sources of unrestricted income.
- Grow the team in line with our ambitions, to ensure we have the capacity, skills and experience to deliver excellence.

Art Collection

We will introduce a new operational model for the art collection, replacing the art rental programme with a more flexible partnership approach that focuses upon participation and engagement. It is hoped that this will allow us to maintain current relationships and develop new ones, increasing the overall number of works on display and increasing the income stream associated with the collection.

Funding

We will continue to develop funding opportunities that provide unrestricted income for the charity. This will include community fundraising and additional investment in our existing Friend's Scheme. Our focus is upon growing and attracting new supporters. Identifying a new patron to the charity will be key to this.

We will continue to lodge an annual claim to the Museum Galleries Exhibition Tax Relief.

We recognise the need to attract multi-year funding, providing security for the charity and the audiences and partners with whom we work.

Staff Capacity

To fully meet our ambitions, we need to invest in our team. We will continue to work with partners like the Cranfield Trust, Clore Leadership, Edinburgh College and the Scottish Enterprise Academy to provide mentoring, training and networking opportunities. In addition to short courses in areas like first aid, fundraising, health and safety and social media, we have supported team members to undertake more sustained programmes such as Clore's Management Essentials Programme and the Open University's Transforming Your Organisation For Sustainability.

We also need to increase the capacity of our team which is currently comprised of eight part-time staff, the full-time equivalent of 4.5. We need to grow the team, introducing additional capacity and expertise in relation to specific functions such as curation and creative facilitation. This will allow us to grow our services and to achieve the ambitions set out within this plan.

Resourcing

Art in Healthcare is guided by its values of care, community and creativity. Given the nature of our work, and the individuals that we work with, we recognise that we have a particular responsibility to ensure that we are a well-managed organisation that provides high quality, consistent programmes and services.

Infrastructure

In recent years we have improved our IT systems. We have rebranded and updated our website, with a focus upon improving accessibility.

Policy Development

We have a long tradition of reviewing, renewing and adding policies at every Board meeting. A Policy Review Group, comprised of staff and trustees, supports this work.

Training and Support

We invest in our team, identifying opportunities to support development and growth. These include mentoring with Career Ready and accessing training programmes such as the Flexible Workforce Development Fund and university micro credential courses.

Support, supervision, peer learning opportunities and training is available for the full team, including artists and volunteers who deliver workshops. This supports quality of delivery and ensures that boundaries are in place to support safe practice in workshops. Training has included mental health first aid, trauma informed approaches and dementia awareness. We support team members to participate in networks and to attend events and conferences.

Supporting the health and wellbeing of our team will be a priority as we move forward. We are developing a counselling service specifically for individuals working in the arts. This will be available to employees and freelance staff.

We want to pilot and test paid Artist Journeys for early career Artists who have an interest in the field of arts and health. Across the life of this plan, we will test a model of working that provides trainee opportunities, supported by an experienced Artist and facilitator. This will provide paid development opportunities both for the early career artist and the established artist.

Volunteers

Volunteers make a significant contribution to our charity, and we will continue to connect with key organisations like Volunteer Scotland to ensure that we are working within best practice, providing excellent induction and on-going support.

Collection Storage

A recent Collection Condition Report identified the need to improve the storage facilities that we rent. Relocating the collection will be a significant piece of work for us, allowing us to review all works in the store and produce condition reports which will form the basis of a programme of maintenance and conservation.

The move will also allow us to further develop our approach of placing engagement at the heart of the collection. We will have the opportunity to deaccession work that no longer helps us to achieve our aims, reducing the overall size of the collection.

We are working towards having a public-facing store by 2028, that supports increased access to the collection and has a programme of changing exhibitions and workshops. We are moving to a situation in which all works in the collection are accessible, including those in storage. Investment in our on-line catalogue, and associated activities, will also improve access to the collection for the general public, artists and researchers.

Partnerships

We will continue to develop our work in partnership recognising that this approach allows us to maximise our resources and impact. We will work with partners, existing and new, that share our values and ambitions to achieve our aims. We recognise that other individuals and organisations have expertise and knowledge that complements ours and we will work with them to learn and expand our potential. Examples of this are: equality, diversity and inclusion; evaluation; and the environment. We will be a generous partner, sharing our learning and advocating for the power of the arts to support health and wellbeing.



Photography: Art in Healthcare team.

Finance

Art in Healthcare has been operating as a charity since January 2005. It initially had a single employee, whose focus was upon growing and sharing the art collection. It has grown in scale, expertise and ambition and is at a stage where further growth is necessary.

Since 2020/1 the charity has had an average annual income of £240,000.¹⁵ A new Executive Director was recruited in 2021 allowing the charity to undertake a review of its operations and to test a series of new approaches through pilot projects. The knowledge gained from these twinned with an unprecedented need for our services makes it the perfect time for us to build upon our track record.

We have diversified our income streams and begun to grow new areas including community fundraising and corporates.¹⁶ We make annual submissions to the Museum Galleries and Exhibitions Tax Relief.

Our new operating model for the collection in health and social care settings will allow us to maintain current partnerships and grow new ones, ensuring this income stream into the future.

Finally, we will use the period of the plan to undertake a feasibility study and develop a model for a public-facing store that provides access to the collection, alongside workshop and exhibition opportunities.

Multi-year funding is key to our approach, allowing us to plan ahead and to attract other funds. Many funds managed on behalf of the Scottish Government, for example, require three-year budgets, making a charity largely reliant upon year-to-year funding appear a risk.

The income and expenditure charts provide a summary of how we anticipate our finances changing over the period of this plan.

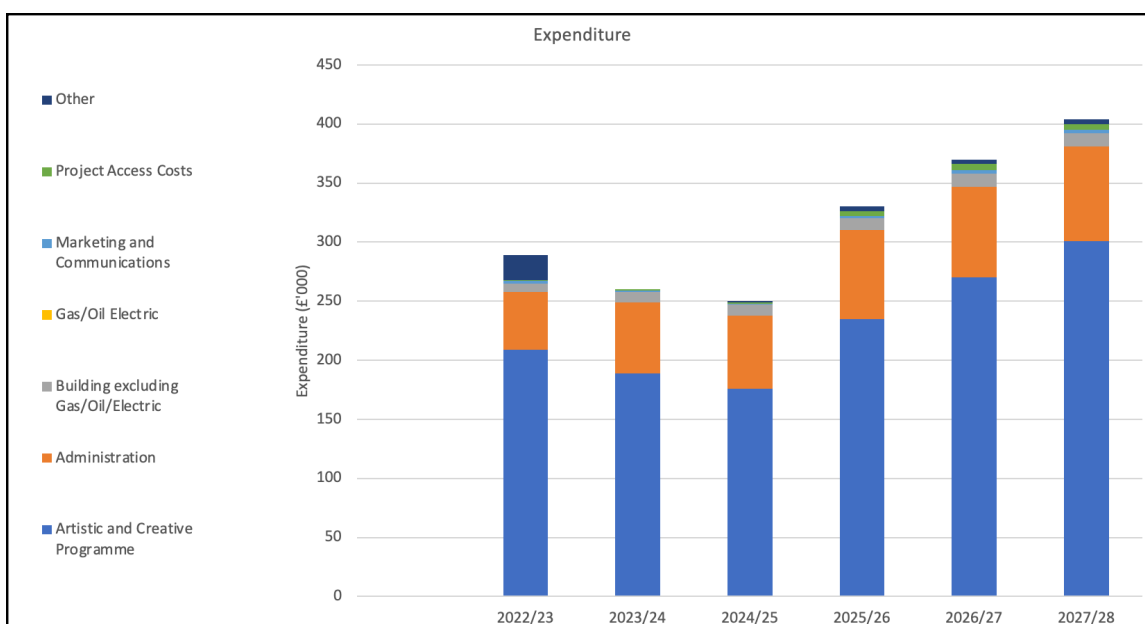
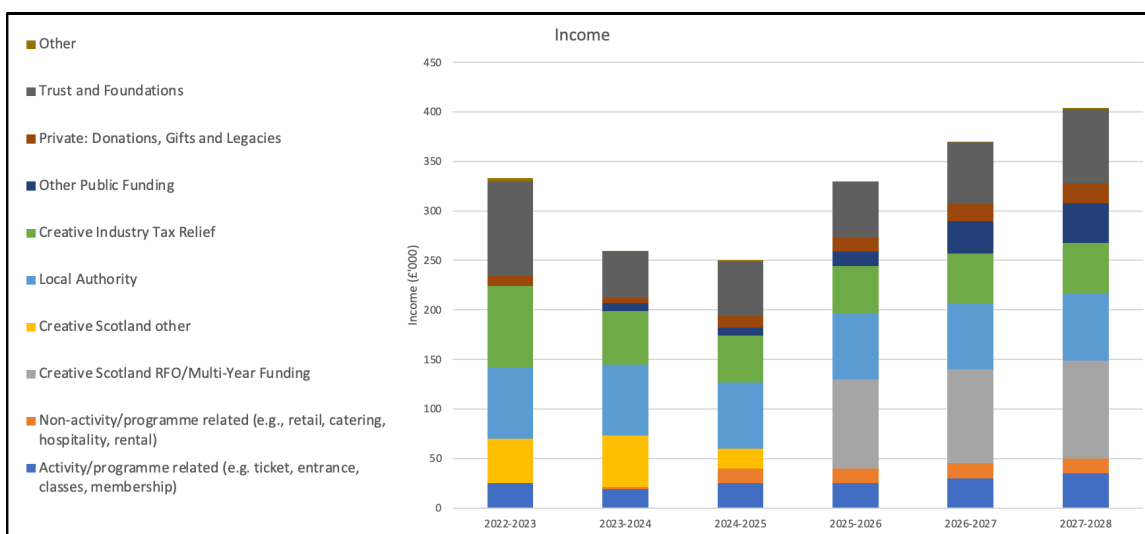
We currently have reserves of £91,000.00 which does meet our goal of six months general running costs. Our aim is to maintain this level of reserve during the life of the plan, as we prioritise rewarding our team appropriately and meeting the increased costs associated with the growth of our programmes.

Financial Controls and Processes

Art in Healthcare has a robust Financial Controls Policy which is reviewed and refreshed annually.

We recognise the need to spend our limited funds wisely, and support local venues, suppliers and artists where possible and make use of the circular economy where we can. In this way, our finance policy links in with our environmental goals. We also encourage staff and volunteers to cycle or use public transport where possible; we pay the HMRC cycling mileage rates to the team as well as car mileage.

Care and fairness underpin our Financial Controls Policy. We pay staff and volunteer expenses, as well as invoices, promptly, as we understand the impacts on their cashflow. Staff have prepaid Pleo debit cards to ensure they are not out of pocket when buying supplies.



Risk

The board of trustees and staff have produced a Risk Register and Management Plan [appendix eight], allowing us to identify potential risks and develop ways to address and mitigate them. The Risk Register and Management Plan features as an agenda item at Board meetings twice per annum and is reviewed annually, or more regularly if circumstances require.

The trustees have identified the following areas to be monitored by a designated trustee in conjunction with at least one designated staff member:

- Governance Risks
- Operational Risks
- Financial Risks
- External Risks
- Compliance, Law and Regulation Risks

Managing Financial Risk

We are aware of the Financial Services Compensation Scheme limit of £85,000 in one banking group and make transfers between our accounts as necessary to ensure that our risk in this respect is reduced.

Monthly financial over-sight meetings take place between the Executive Director and Finance and Office Manager with broader issues of financial management and planning being quarterly agenda items.

Risk Assessments

In addition to the Risk Register and Management Plan we also undertake risk assessments for specific aspects of our work e.g. the art collection or art workshops. Each assessment identifies potential risks and puts steps in place to reduce and mitigate them.

Safeguarding

We have a Safeguarding Policy [appendix four], that is reviewed annually. This policy applies to all people working for Art in Healthcare in whatever capacity [employee, volunteer [including trustees], student, freelancer or contractor] and has a number of purposes including:

- To ensure the safety of children, young people and adults at risk taking part in our activities, receiving our service or working for us both online and in person.
- To provide all staff, contractors, and volunteers with clear guidelines and overarching principles that guide our approach regarding safeguarding.
- Ensure that, as an organisation, we operate in line with our values and within the law in terms of how we connect, communicate and work.

Monitoring and Evaluation

Reflection and learning are central to our work and evaluation is undertaken throughout the year. Any new work is always informed by previous learning, and we use logic modelling to identify outcomes and indicators.

We have begun to look at our work through the lens of the Creative Health Quality Framework and the eight quality principles: person-centred, equitable, safe, creative, collaborative, realistic, reflective and sustainable. This has helped us further refine our evaluation approach.¹⁷

We have worked with Evaluation Support Scotland and participants to develop a range of tools for evaluation. Generally, our approach is responsive and flexible, and combines quantitative and qualitative methods. We use different methods to suit multiple communication preferences, abilities and styles.

Examples of qualitative methods include case studies, creative techniques – using art as evaluation, focus groups, observations, one to one semi-structured interviews and reflective journals. Examples of quantitative methods include carbon data monitoring, equalities monitoring, number of works from the collection on display and workshop attendance numbers.

We are developing a Theory of Change to bring together all our evaluation organisation-wide, enabling us to better articulate medium and long-term impacts.

Using Evaluation Support Scotland's Diagnostic Wheel, we have identified improvements to be made including more time and resources for evaluation and communicating our learning more widely.

Actions we are taking to embed evaluation throughout the organisations include:

- A standing agenda item at fortnightly staff meetings.
- A standing agenda item at quarterly Participants Advisory Group and Artist Sharing meetings.
- Quarterly reporting to trustees on the progress of outcomes in the Strategy.
- An annual report to distil and communicate learning and outcomes.

Going forward we want to better ensure we share our learning through forums, networks, publications and conferences and to better use our influence to advocate for change. We will strengthen our voice by working with partners such as Alliance Scotland, Arts Culture Health and Wellbeing Scotland, Peer Network Scotland, Self-Management Network Scotland, The National Arts in Hospital Network, Museum Galleries Scotland, Scottish Contemporary Arts Network, Scottish Social Prescribing Network and Voluntary Health Scotland.

Endnotes

- ¹ The National Centre for Creative Health and the All-Party Parliamentary Group on *Arts, Health and Wellbeing's* Creative Health Review: How Policy Can Embrace Creative Health, 2023.
- ² Langston., Cusack,P., Freemantle,C. & Isle, C. *Visual Art in Hospitals: Case Studies and Review of Evidence*, Journal of the Royal Society of Medicine, 2010, 103 [12], 490-499.
- ³ The 2019 *Scottish Household Survey* showed that, cultural attendance was lowest among adults with a physical or mental health condition. 52% of those with a condition that caused long-term major reduced capacity had attended or visited a cultural event or place compared with 87% attendance for those with no condition.
- ⁴ Fancourt, D. & Finn, S. [2019] *What is the evidence on the role of the arts in improving health and well-being? A Scoping Review*. Health Evidence Network (HEN) synthesis report 67. Copenhagen: WHO Regional Office for Europe.
- ⁵ *A Scotland where everyone thrives: Public Health Scotland's Strategic Plan, 2022-2025*.
- ⁶ <https://ncch.org.uk/creative-health-review>
- ⁷ UK Research and Innovation, 15 February 2024, <https://www.ukri.org/news/projects-to-help-communities-reduce-health-inequalities/>
- ⁸ Creative Scotland's Strategic Framework, p.3
https://www.creativescotland.com/__data/assets/pdf_file/0006/93795/CS-Strategic-Framework-FINAL.pdf
- ⁹ <https://www.culturehealthandwellbeing.org.uk/key-themes/creativity-climate-and-health-accelerating-impact>
- ¹⁰ BMC Public Health, *The impact of the cost-of-living crisis on population health in the UK: rapid evidence review*, 24, Article number: 561 [2024]
- ¹¹ Healthy life expectancy is the number of years people live in good health.
- ¹² *Recovering our Connections*, 2023 – 2026, Scottish Government.
- ¹³ Scottish Government, *Mental Health and Wellbeing Strategy*, 2023.
- ¹⁴ A theory of change is an approach to planning. It articulates how we believe change will happen, and as a result, how we plan to invest time and resources to contribute to that change.
- ¹⁵ 2022/3 was an exceptional year and the £332,000 reflects the addition of a number of Covid related recovery funds and initiatives.
- ¹⁶ We are members of the Culture and Business Marketplace.
- ¹⁷ <https://www.culturehealthandwellbeing.org.uk/sites/default/files/Creative%20Health%20Quality%20Framework.pdf>