



INTEGRATED ARTS AND HERITAGE DEVELOPMENT STRATEGY
(IAHDS)
2018-2023

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Foreword



I am pleased to introduce this Integrated Strategy for Ards and North Down, setting out a vision for the development of Arts and Heritage. It builds on extensive work by the Council and its partners to date and takes its lead from the Community Plan for Ards and North Down.

This strategy represents the latest in a series of innovative steps that we have taken to drive the Borough forward and to maximise the potential to achieve our cultural, social and economic ambitions.

In commissioning this strategy, a decision was taken by Council to innovate by adopting a fully integrated approach where Arts and Heritage dovetail with Tourism, Regeneration and Economic Development to assist Ards and North Down become an even better 'Place'.

This has resulted in a strategic direction and series of outcomes for us all, in partnership, to pursue in continued and enhanced collaboration.

I would like to thank all who have taken time to contribute to the development of this important strategy and look forward to working with all who share an interest in setting Ards and North Down on the path towards even greater prosperity and both cultural and artistic richness.

Stephen Reid
Chief Executive
Ards and North Down Borough Council

Executive Summary

Ards and North Down is a place of inspiration for artists and residents with the creativity of our people key to the future.

This strategy defines how arts and heritage will help achieve Ards and North Down's cultural, social and economic ambitions by enriching its people and places and empowering its residents to make the most of their creativity.

It responds to the vision and outcomes of the Big Plan for Ards and North Down and contributes to the delivery of the Integrated Strategy for Tourism, Regeneration and Economic Development 2018 - 2030, responding to its vision and propositions from the arts and heritage perspective:

- Investment proposition: an international arts and heritage brand that adds value by joining the dots to work together
- Visitor proposition: tranquil encounters with authentic landscapes, places and people, all with stories to tell
- People and places proposition: arts and heritage belong to everyone, wherever they are and wherever they live.

The six strategic themes within the Arts and Heritage Strategy are:

- Investment in our arts and heritage infrastructure
- Engaging audiences
- Equity of geographic access to grow audiences and creative enterprises
- Advocating for the value of arts and heritage
- Developing skills, excellence and employment
- Taking a participatory approach to arts and heritage

We are stronger if we are creatively connected so this Integrated Arts and Heritage Development Strategy has embraced the community planning ethos to include the widest possible range of views across our arts and heritage sector, our communities and our stakeholders.

The strategy is designed to tackle sector-wide needs with Ards and North Down Borough Council just one of many partners involved in implementing them. The actions are at two levels: those that the arts and heritage sector will collaborate to achieve and sub-actions to be delivered by Ards and North Down Borough Council and, in particular, the Arts and Heritage Service.

Oversight of the strategy implementation process will be led by Ards and North Down Borough Council and driven by the Arts and Heritage Advisory Panel which consists of representatives from Ards and North Down Borough Council's Elected Members together with individuals, community groups and organisations active in the arts and heritage sector. The strategy will be reviewed after three years and the associated action plans annually. They will be further shaped through ongoing collaboration with residents, communities and businesses in the Borough.

Introduction

The role of the strategy

This Integrated Arts and Heritage Development Strategy (IAHDS) 2018-2023 identifies the ways that arts and heritage¹ will be developed to drive creativity and innovation, health and wellbeing, civic pride, educational achievement, employment and tourism. It aims to get more people involved in arts and heritage and identify what is special about arts and heritage in Ards and North Down that will attract the kind of visitors targeted in the Council's Integrated Strategy for Tourism, Regeneration and Development and engage a wider range of residents.

Why the integrated approach?

The priorities in this strategy will help to deliver the outcomes set by The Big Plan for Ards and North Down, (also known as the community plan), and integrate with the vision, propositions and thematic priorities of the Integrated Strategy for Tourism, Regeneration and Development to help deliver its vision of *Blue Green, Creatively Connected*. These plans and strategies are integrated in response to the new, outcomes-based approach set out in the Draft Programme for Government Framework 2016 – 21, published by the Northern Ireland Executive in 2016.

To ensure integration, this strategic development plan has been developed according to the community planning ethos. The strategies are designed to tackle sector-wide needs with Ards and North Down Borough Council just one of many partners involved in implementing them. The actions are at two levels: those that the arts and heritage sector will collaborate with to achieve and sub-actions to be delivered by Ards and North Down Borough Council and, in particular, the Arts and Heritage Service.

Glossary

In this strategy, we use **creative industries** to refer to companies, micro-enterprises and individuals that create cultural products like the music, publishing or film and television sectors and to those using culture or creativity in the production of non-cultural products like architecture or graphic design.

Heritage refers to the North Down Museum, which is at the core of the Council's heritage provision, along with local heritage groups, smaller museums and locally developed heritage projects. Much of the Borough's heritage activity stems from North Down Museum's outreach work and the innovative collaborations it develops across a range of sectors. It is an excellent example of the way museums can become cultural, learning and tourist destinations for local people and visitors alike.

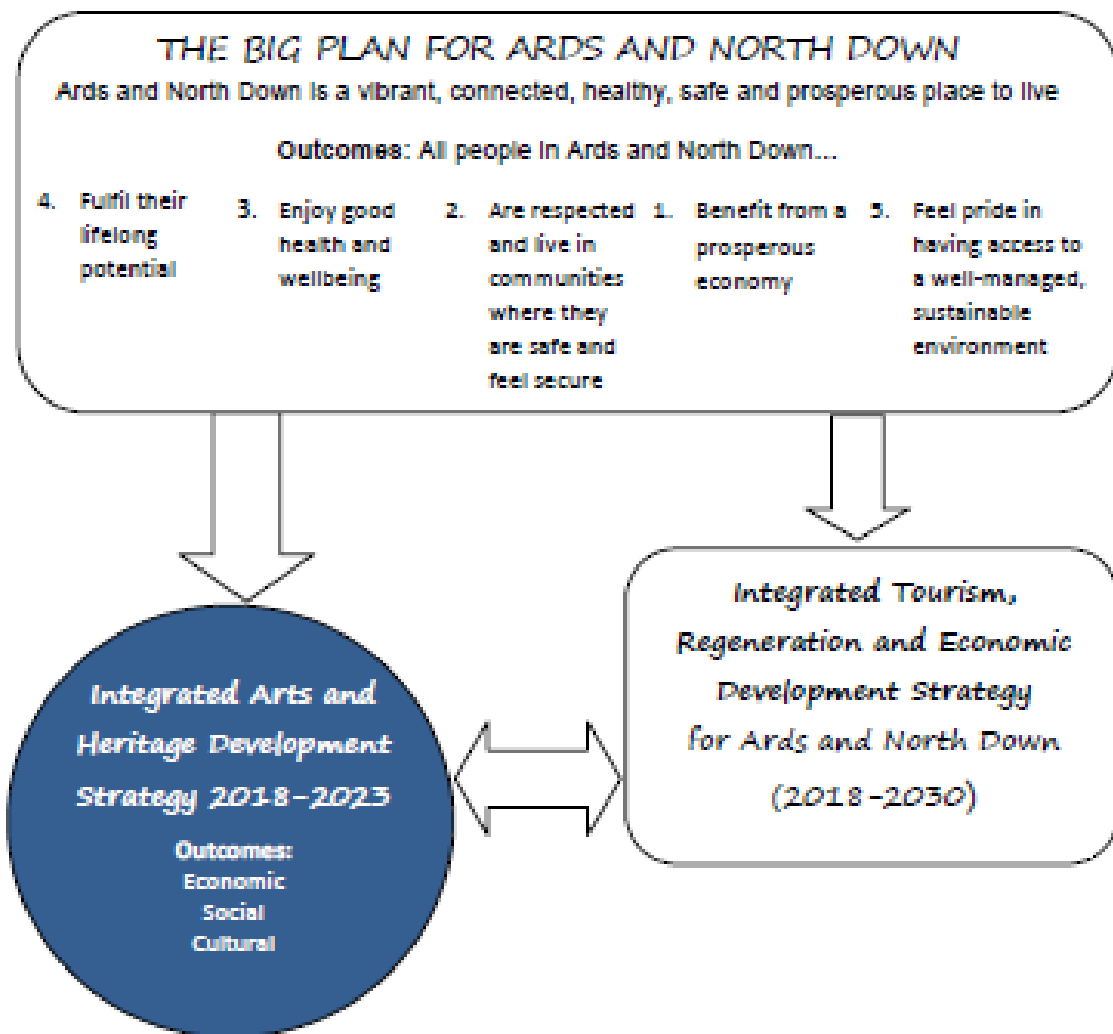
Terms of Reference

The purpose of the IAHDS 2018-2023 is to define the priorities that will develop Arts and Heritage as a driver for culture, community and wellbeing that instils a sense of civic pride and provides opportunities for participation in, and access to, Arts and Heritage activity and facilities.

The IAHDS 2018-2023 seeks to identify the Council's unique Arts and Heritage selling points that can inform cultural programming and dovetail into plans to raise the Council's profile in target tourism markets.

¹ Heritage is used in its widest sense to include North Down Museum

Figure 1: Integrated Strategies and Plans



The IAHDS 2018-2023 also considers how, beyond their value as venues for arts and heritage activity, Ards Arts Centre and North Down Museum and their respective outreach programmes can be utilised as a cultural resource for:

- The delivery of community development programmes using Arts and Heritage as a tool for community capacity building, neighbourhood renewal, urban and rural regeneration and the promotion of good relations;
- The delivery of Arts and Heritage related tourism and craft development initiatives;
- The delivery of Arts and Heritage related community health and wellbeing initiatives;
- The delivery of Arts and Heritage related regeneration initiatives.
- The development of special projects and the potential to attract large scale and/or international cultural festivals, events, seminars etc to the area

The IAHDS 2018-2023 will:

- ensure rate payers and visitors can avail of and contribute to a wide range of high quality, inclusive, affordable and accessible arts and heritage services
- maximize the available resources and potential of the current arts and heritage service within this unique council area

- maximise opportunities to deliver on wider local, regional and national strategies and implementation of the new community plan; The Big Plan for Ards and North Down.

In addition, the next steps will also look at recommendations regarding any other venues in the Council area that may have the potential to regularly host arts and heritage activity or contribute to the above, or wider arts and heritage programme delivery through partnership working.

The Strategy Development Process

The strategy development included extensive consultation across the sector and Borough with three public meetings held in Bangor, Newtownards and Portaferry. There were also consultation sessions with Elected Members (2), collective Statutory Organisations (3), Council Staff (4), the Councils Corporate Leadership Team and Heads of Service (3), Cross Departmental staff (2) and the Arts and Heritage Advisory Panel (4).

Figure 2: Public Consultation by Theme



Sector consultation focus groups were held in Bangor, Newtownards and Portaferry to provide opportunities for arts and crafts practitioners to engage in the development of the plan including: emerging artists and professional performing arts encompassing music; theatre and dance; creative industries encompassing cinematic and crafts enterprises; dance and music including stage schools; visual arts and literature, audiences and arts and cultural venues (Council, community and private venues used for arts and heritage); arts for older people and arts for young people including those linked to South East Regional College; festivals and community festivals; amateur arts including drama societies and local businesses. Invites to attend these

focus groups were issued by Council via email and social media. A series of meetings and joint consultation workshops were also held with Paul Hogarth and Partners who developed the Integrated Tourism, Regeneration and Development Strategy 2018-2030. Information and consultation findings have been shared during the development of both strategies to ensure integration of propositions and actions.

A survey to prioritise the Arts and Heritage emerging themes and actions was completed by the Arts and Heritage Advisory Panel (14) and subsequently opened for public consultation for eight weeks. This received 212 responses which helped shape the final strategy and action plan.

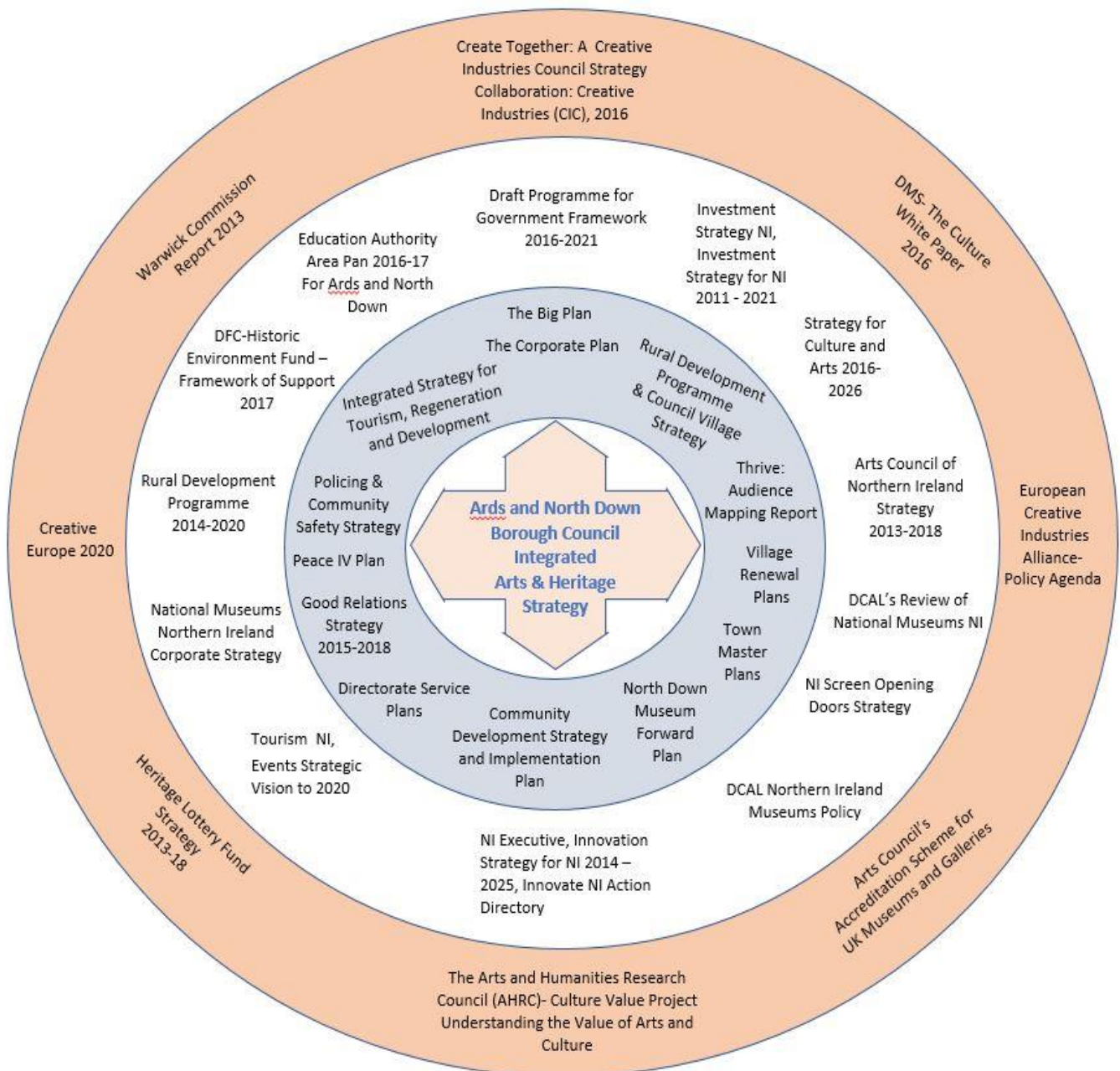
Figure 3: Public Consultation - Integrated Themes



Strategic context overview

The Integrated Arts and Heritage Development Strategy 2018-2023 has been developed to encompass policy context, research and strategies of influence from an international, regional and a local Ards and North Down Borough Council area context. It recognises the value of its local arts venues, spaces and heritage assets and their importance to cultural identity and a sense of belonging to the area. The strategy is all about people, communities and organisations collaborating to improve local well-being and quality of life, and making sure that plans, strategies, priorities and programmes at all levels are integrated.

Figure 4: Strategic Context



Key Strategies

The strategy is written at a time of austerity and uncertainty that will inevitably shape its future delivery. Continued spending cuts will limit central government funding towards projects in the short to medium term. The uncertainty stems from ongoing negotiations to re-establish the Northern Ireland Assembly and on the international stage, to agree the terms of the United Kingdom's exit from the European Union. The policy context overview below takes cognisance of key influential documents in delivering an integrated, collaborative, innovative, well designed Arts and Heritage strategy. It recognises the good work already being done and strives to be aspirational and align with the outcomes of The Big Plan for Ards and North Down. The strategic context diagram takes full cognisance of the wider government policy and local context and summarises below references to select policy texts specifically to tie in objectives set out in the strategy and action plan.

UK-wide and European Strategies

Creative Europe 2020 says culture is one of Europe's greatest strengths. It is a source of values, identity and a sense of belonging. It also contributes to people's well-being, to social cohesion and inclusion. The cultural and creative sectors are a driver of economic growth, job creation and external trade. Culture is becoming increasingly important at EU level.

The **Warwick Commission** developed a blueprint for Britain's cultural and creative enrichment. It says that one of the strengths of the local people is the diverse culture and shared values they possess to be critical, curious, creative, tolerant, open minded and inventive. The ideas, talent and enterprise that characterise the Cultural and Creative Industries makes people proud of their achievements as a culturally rich and diverse society, and is at the heart of what makes them an attractive nation internationally.

The key message from the report is that the UK Government and the Cultural and Creative Industries need to take a united and coherent approach that guarantees equal access for everyone to a rich cultural education and the opportunity to live a creative life. There are barriers and inequalities in the country today that prevent this from being a universal human right. They believe that this is bad for business and bad for society.

The Department for Culture, Media and Sport (DCMS) published the **DCMS Culture White Paper** in 2016, the first of its kind in 50 years. It outlines the UK Government's latest contribution to its approach to public support for art and culture. It is a vision of culture in action – of culture that is rejuvenating society and our national and local economies. It has four main themes - Everyone should enjoy the opportunities culture offers, no matter where they start in life; The riches of our culture should benefit communities across the country; The power of culture can increase our international standing; and Cultural investment, resilience and reform.

The **Create, Innovate, Grow** – Recommendations from the Policy Learning Platform of the European Creative Industries Alliance is a new policy agenda to maximise the innovative contributions of Europe's creative industries. These suggestions for a new creative industries policy agenda are divided into three main fields of action: 1) Stimulate innovation and growth by enabling cross-sectoral collaboration, 2) Build better business support and access to finance in effective regional ecosystems and 3) Measure and raise awareness of the value of the cultural and creative industries as a key driver of innovation and growth.

Create Together – A Creative Industries Council Strategy is a cross industry collaboration which outlines a roadmap for industry and government to help the creative industries continue to grow over the next five years.

Understanding the value of arts and culture report presents the outcomes of the Arts and Humanities Research Council's Cultural Value Project which looked at how we think about the value of the arts and culture to individuals and to society. Some 70 original pieces of work collectively make up the Cultural Value Project. It is a mixture of new research, critical reviews of the literature and specialist workshops. The result is among the most extensive, wide-ranging and challenging of attempts to grasp the difference to individuals, society and the economy that engagement with arts and culture makes.

UK Accreditation Scheme - The Accreditation Scheme sets nationally agreed standards for museums in the UK. There are currently just under 1,800 museums participating in the scheme, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users. There are 44 in Northern Ireland of which North Down Museum is one. The Museum Registration Scheme was established in 1988. Since then it has supported museums across the UK to focus on standards and identify areas for development. In 2004, the scheme was renamed Accreditation to better reflect its purpose.

The scheme is regarded as one of the most innovative and effective developments in the museum sector. It has led the way in raising museum standards in the UK and has been used as a model and source of inspiration for similar schemes overseas. The scheme is administered by Arts Council England in partnership with MALD: A division of the Welsh Government, Museums Galleries Scotland, and the Northern Ireland Museums Council.

Accreditation enables museums and governing bodies to assess their current performance, and it supports them in planning and developing their services. It helps with:

- Performance - A quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.
- Profile - It raises awareness and understanding of museums, so building confidence and credibility both within the governing body and among the public.
- People - It helps museums to improve their focus on meeting users' needs and interests and developing their workforce.
- Partnerships - It helps museums to examine their services and to encourage joint working within and between organisations.
- Planning - It helps with forward planning by formalising procedures and policies.
- Patronage - It demonstrates that the museum has met a national standard, which strengthens applications for public and private funding and gives investors' confidence in the organisation.

Arts Council England provides evidence that key ways arts and culture can boost local economies is through attracting visitors, creating jobs and developing skills, attracting and retaining businesses, revitalising places and developing talent.

Northern Ireland Strategies

The **Draft Programme for Government (PfG) Framework 2016-2021** sets out indicators key to the delivery of Arts and Heritage and a step change in focus means it is dependent on collaborative working between organisations and groups, whether in the public, voluntary, or private sectors. The Programme needs individuals and communities to play an active part. This culture and mindset

requires a significant change in approach from that used by previous administrations. The Programme for Government is an outcome-based plan and as such, those plans sitting under it like the new Integrated Arts and Culture Development Strategy for Ards and North Down Borough Council will also be outcomes driven, in other words a focus on the difference that it makes to people lives and the places in which they live.

Arts and Heritage reside under the authority of the Department for Communities (DfC) in Northern Ireland. **The DfC Strategy for Culture and Arts**, a draft document, has a vision to promote, develop and support the crucial role of arts and culture in creating a cohesive community and deliver social change to society on the basis of equality for everyone. It wants to see the potential of Northern Ireland's unique cultural capital maximized fully to benefit the social and economic wellbeing of all citizens. It too would like culture and arts to be used as an economic driver, creating job opportunities, supporting tourism and promoting Northern Ireland on the international stage, as well as bringing communities together.

The **Arts Council of Northern Ireland Strategy** (ACNI) is striving to deepen the value of arts to individuals and wider society, target resources to meet social and community challenges, deliver improved access, reach new audiences and enhance community engagement. Its priorities and thematic papers reflect the changed context and the need for strong public engagement. These include - Champion the Arts; Promote Access - Encouraging more people and communities to become engaged and more deeply involved in the arts; and Build a Sustainable Sector.

National Museums and Galleries of Northern Ireland 2016/17 Strategy aims to enhance access and engagement to ensure museums and galleries reach the broadest possible audience and provide them with opportunities to interact with and benefit from its collections. It has increased its reach beyond the museums and has toured some of its collections through its 'Out and About' programme and delivered initiatives across NI in partnership with Libraries NI. National Museums and Galleries of Northern Ireland's strategy focuses on ensuring that structurally and culturally it is aligned to the Programme for Government, is fit for purpose, underpinned by a shared vision and values, with greater team working across the organisation. It wants its people to be skilled and empowered to deliver greater innovation, creativity and flexibility in how it does its business and how it facilitates learning and knowledge transfer.

DfC- Historic Environment Division, sets out how Northern Ireland's buildings and archaeological heritage provide a powerful sense of connection between people and place, which in turn supports a sense of shared cultural identity, sense of place and wellbeing for individuals and well as for society. Heritage enhances quality of life and adds local distinctiveness. It is an important economic and social asset. In 2017 the **Historic Environment Fund – Framework of Support 2017** launched The Historic Environment Fund 2016-2020 will encompass four key strands: Heritage Research, Heritage Regeneration, Heritage Repair and Heritage Revival. It is vital that Ards and North Down's historic environment is appreciated, protected and made accessible to present and future generations.

Tourism, visitors and audiences are key drivers for developing an integrated Arts and Heritage offering. **Tourism Northern Ireland Draft Strategy** has a focus on investment to increase visitor numbers and earnings through target markets and segments. Support for indigenous high-quality businesses to grow and be "visitor inspired" in all its actions, making visitors responsive and aware of what's on offer around activities and attractions. Vital to Ards and North Down is to 'internationalise' the tourism product. This could be addressed through, growing the events and business tourism marketing, creating visitor experiences, developing tourism skills, defining and developing the role of government and industry, and developing digital tourism experience.

Investment Strategy 2016-2026, currently in draft, this acknowledges that investment in culture, arts and leisure makes a significant and material contribution to key pillars of the Programme for Government, in particular, the economy, including cultural tourism and local economic development, health, education and social inclusion. Investing in cultural assets is perceived as helping to achieve a strong sense of place and belonging, affirming identity and making Northern Ireland a more welcoming and interesting place to visit. Investment in smaller arts projects as equally important, as they promote community wellbeing and mental health and have a positive effect on the young and the old alike.

The Northern Ireland Executive's **Innovation Strategy** for NI 2014 – 2025, and the **Innovate NI Action Directory** aim to develop a Creative Northern Ireland Framework to nurture a culture of creativity across the public, private and third sector (Department for Communities). They seek to encourage Further Education Colleges to establish Specialist Provisions for Industry using Colleges' Expertise centres (SPICE centres), to provide bespoke support to help all businesses in Northern Ireland innovate and grow (DEL), as well as supporting the expansion of the NI Science Park (DETI), and the funding of a new world class business accelerator to foster the growth of early stage high tech start-ups (Invest NI). Key strategies include incorporating innovation and creativity into training and development programmes for public servants and into core competencies for managers (DOF); examining how to increase support offered to encourage entrepreneurial activity in schools (DE); encouraging more companies to incorporate design into their business planning processes (INI); and investigating the potential to introduce innovation audits within companies linked to the provision of intensive mentoring (INI).

The **Department of Education's Business Plan 2016-17** vision is to ensure all children and young people receive the best start in life to enable them to achieve their full potential. This is supported by the consultation documents for the Children and Young People's Strategy 2017-2027, which outlines how everyone has a role to play in creating the long-lasting outcomes. Today's children and young people are tomorrow's politicians, business leaders, policy makers and community representatives. It is only by everyone working together in pursuit of a common goal that we will secure the present and future we want for our children and young people.

The **Education Authority Area Plan 2016-17** for Ards and North Down reiterates working together through continued development of collaborative work across community, voluntary and statutory agencies and resource allocation for its priorities.

The **Northern Ireland Strategy for Further Education: Further Education Means Success** states that Further Education in Ards and North Down will be linked to the outcomes through delivery by the South Eastern Regional College (SERC). In response, **SERC's Development Plan 2016-19** has a mission to shape communities by enabling individuals and businesses to fulfil their ambitions and focuses on enterprise, entrepreneurship and employability across its provision. The **SPACE** in the Bangor Campus provides industry standard equipment in computing in cutting edge surroundings. The Centre also hosts a 200-capacity theatre with the latest sound production and theatre production technology, vital for skills development in the area.

Success through STEM: STEM strategy in response to the 'Report of the STEM Review' emphasises the role of Northern Ireland's cultural and knowledge infrastructure in creating inspirational learning experiences to maintain interest in STEM. Museums are identified as key stakeholders in providing insights that inspire teachers and learners of all ages and add value to learning experiences.

Opening Doors: A NI Screen Strategy to Transform the Screen Industries in Northern Ireland

Opening Doors is a 4-year Strategy designed to ensure that Northern Ireland has the strongest screen industry outside of London in the UK and Ireland within 10 years. While it is designed to deliver long term sustainability, it is primarily an immediate economic strategy with a direct achievable levered value of £250 million over 4 years. It is also an education and cultural development strategy. Northern Ireland Screen is committed to taking an integrated approach to the intertwined development of the economic, cultural and educational value of the screen industries.

This Strategy will achieve three inter-connected economic, cultural and educational goals: It will make Northern Ireland the strongest screen industry outside of London in the UK and Ireland; It will ensure that that industry supports vibrant and diverse cultural voices that will be recognised and celebrated equally at home and abroad; and it will mainstream across Northern Ireland the most successful screen and digital technologies education provision in Europe, ensuring in particular that that education provision is within reach and of value to the most socially disadvantaged.

Local Council Strategies

The Big Plan for Ards and North Down establishes an aspirational vision of the Borough in 2032: “Ards and North Down is a vibrant, connected, healthy, safe and prosperous place to live”.

The overarching cross cutting ambition is to have empowered resilient individuals and communities; to reduce inequality; to promote good relations and sustainability; and to improve the accessibility of all public services.

The vision will be delivered through the fulfilment of five outcomes:

1. Fulfil their lifelong potential
2. Enjoy good health
3. Are respected and live in communities where they are safe and feel secure
4. Benefit from a prosperous economy
5. Feel pride having access to a well-managed, sustained environment

Ards and North Down Borough Council Corporate Plan links closely to The Big Plan for Ards and North Down. It strives to make the Borough the best place to live, work, visit and invest. Its objectives focus on people, place, prosperity and performance. It aims to engage, empower and build integrated communities where cultural expression is celebrated and embraced and make the very best of the natural, cultural and environmental assets in the Borough.

The **Integrated Strategy for Tourism, Regeneration and Economic Development** presents a coherent vision for the pursuit of prosperity in the Borough of Ards and North Down. It responds to the vision and outcomes of The Big Plan for Ards and North Down and will be used as the common point of reference for all those contributing to the growth of the economy, the welcoming of visitors and the improvement of the Boroughs’ places, both urban and rural. This strategy aims to create jobs, increase economic productivity, increase visitor overnight trips and expenditure. The Integrated Arts and

Figure 5: Blue: Green Creatively Connected



Heritage Strategy has been consulted and developed in tandem with the Integrated Strategy for Tourism, Regeneration and Economic Development and seek a collaborative approach to fulfil the outcomes.

The **Rural Development Programme** has a vision for rural Ards and North Down to be a vibrant, sustainable rural community - physically, economically and socially - and one that is connected, happy, cohesive, healthy and prosperous and where people can enjoy an excellent quality of life. It too is designed to link to The Big Plan for Ards and North Down with a number of village plans being developed across the area. This Programme will help address some of the issues associated with creating a greater sense of belonging locally, utilising the natural and cultural heritage of the villages as an economic development primer locally, as well as the potential to test meanwhile issues of some derelict building. **Village Plans and Master plans** exist across the area within which arts and heritage play an important cohesion, well-being role and place planning role.

Peace IV, Good Relations and The Policing and Community Safety Partnerships' strategies and programmes are designed to work together under complementary themes and priorities which include children and young people, shared space and services, building positive relations and cultural expression. These programmes have threaded arts, heritage and cultural activities into many of their projects with specific outputs feeding back to The Big Plan for Ards and North Down's five outcomes.

North Down Museum Forward Plan: North Down Museum has a Forward Plan 2017-2020 in place which has been approved by Council. It sets out the aims and objectives and gives information on how these will be met. In addition, the museum has in place the following policies, plans and procedures – Collections Development Plan 2017-2020; Conservation and Collections Care Policy 2017-2020, Conservation and Care plan 2017-2020; Documentation Policy Statement 2017-2020; Documentation Plan 2017-2020; Documentation Procedure Manual; Access Policy Statement 2017-2020.

Ards and North Down Community Development Strategy reflects the Urban Regeneration and Policy Framework 2013 (DfC) aims of tackling area- based deprivation; improving linkages between areas of needs and areas of opportunity and develop more cohesive and engaged communities. It supports local communities by providing a needs based community development service; it creates a more inclusive society where community services and facilities are equitable, and accessible to local communities; it enables communities to become more self-reliant and sustainable and it improve Council's services to communities in a manner that ultimately enhances the quality of life for citizens.

Ards and North Down today: Socio Economic Summary

Ards and North Down has many significant natural, built and cultural assets, great strength in the skills and education of its people and is well located to market opportunities through access to road, air and shipping ports in Belfast.

Ards and North Down (ANDBC) has a geographical area of 228 square miles and a coastline of 115 miles along two loughs and the Irish Sea. The population of the Borough (as per the mid-year estimate for 2016) was 159,593, comprising of 5 towns and 17 villages.

ANDBC has a high concentration of employment in tourism-related sectors such as 'accommodation and food services' and 'arts, entertainment and recreation'.

Together, they account for a total of 5,258 jobs, which represents 8.7% of all jobs within these sectors in NI. ANDBC is ranked 2nd at Local Government District level in terms of jobs in these sectors.

ANDBC productivity (GVA per employee) is significantly lower than the NI average – Gross Value Added (GVA) per employee in AND is £11,284, compared to an NI average of £24,505. The business profile of ANDBC is dominated by sectors that typically produce low levels of productivity (retail/wholesale, public sector service provision and accommodation/food services).

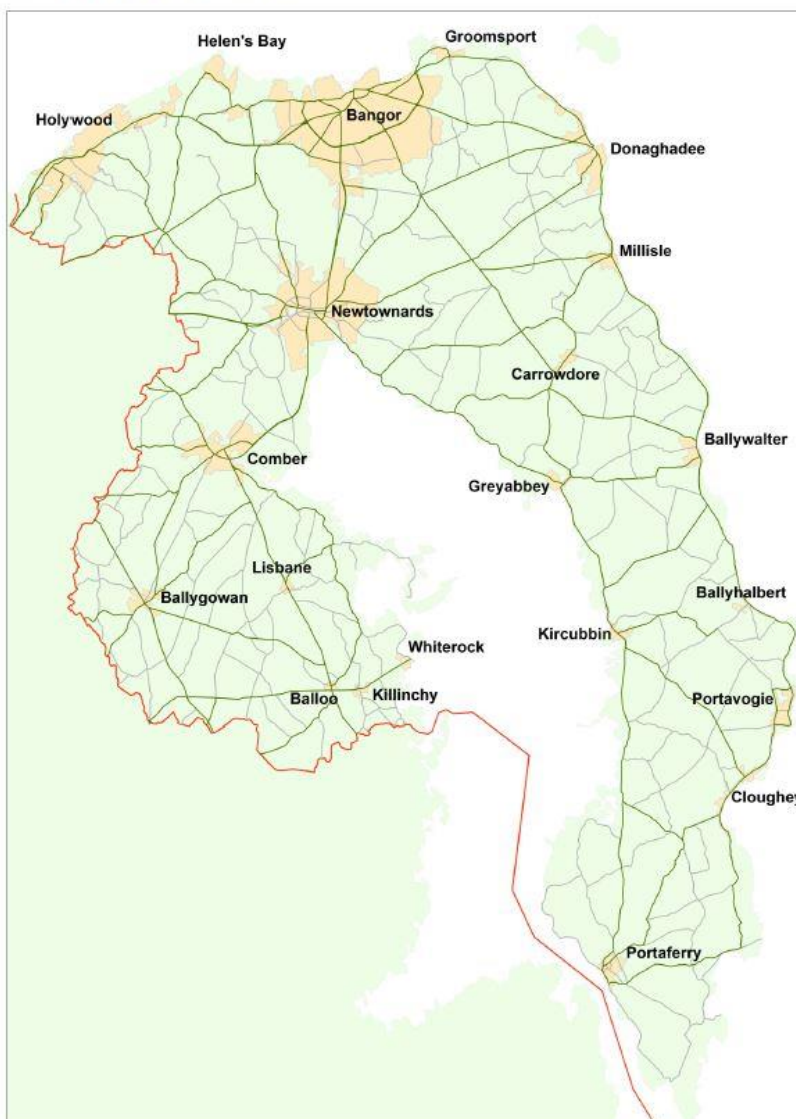
2017 data for AND based Invest NI clients highlights that external sales outside NI per employee was £87,252 compared to NI average of £109,714. ANDBC ranked 10th against the other Local Government Districts.

Export sales per employee for AND based Invest NI clients was £43,650 compared to an NI average of £52,704 with ANDBC being ranked 7th out of 11 LGDs against this measure.

There are an estimated 946 creative businesses located in the Borough. Arts, Entertainment and Recreation (3.9% of total jobs) is recognised as a high growth job prospect area along with Information and Communication (1.5% of total jobs in the ANDBC area). Medium growth areas

Ards and North Down Borough

Figure 6: Map of the Borough



include Accommodation and Food (9.8% of total jobs) while sectors directly linked to arts and heritage such as education which currently accounts for 10% of the total jobs in ANDBC area is not set to grow significantly in the next decade. The new Integrated Regeneration Tourism and Economic Development Strategy 2018-2030 predicts employment growth will be 22% over 12 years totalling 175 jobs for the Arts/Recreation sector. Interventions to grow local SMEs in high growth sectors resulted in a 5% growth in registered businesses in ICT, Prof/Scientific and Arts/Recreation equivalent to 50 additional businesses employing average 3.5 employees.²

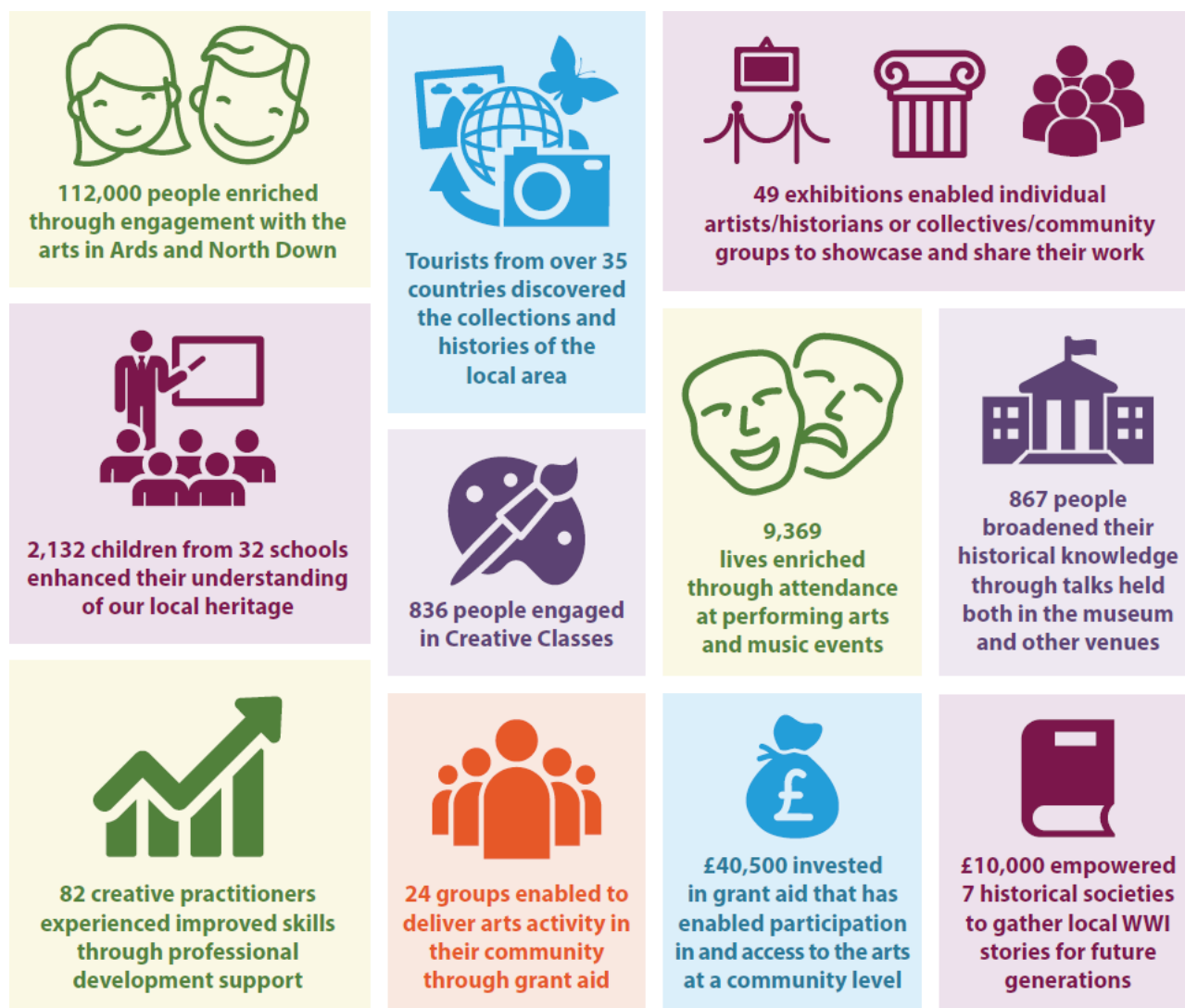
In 2016, ANDBC area attracted 283,229 overnight trips (trips taken by external and domestic visitors), 6% of all such trips in Northern Ireland. They stayed for over a million nights (1,087, 260 nights) - 7% of total Northern Ireland nights - and generated almost £46 million, 5% of total revenue generated across Northern Ireland from staying visitors and domestic tourists.

2016 indicates tourism was static over the past five years, however the average spend per trip continued to improve against the Northern Ireland average at £185 in 2016. Ranked 6th among the 11 Local Government Districts in terms of the number of visitors attracted, Ards and North Down has a higher than average length of stay – 3.8 nights compared with a Northern Ireland average of 3.2 nights. It came 7th, just behind Mid and East Antrim, in terms of revenue generated in 2016. 81% of households have access to home broadband in ANDBC which is 6% higher than the NI average and ranks 2nd at LGD level with only 7% of premises are unable to access speeds greater than 10MBps which ranks 3rd at LGD level.

ANDBC is one of the least deprived in NI in terms of income and employment; however, there are pockets of deprivation. Five of the 48 wards (10.4%) in the Council area were in the top 30% most deprived wards in NI. The Harbour Ward is in the top 2% most deprived wards in NI in terms of Living Environment and within the top 5% most deprived wards in relation to Crime and Disorder.

² Since the preparation of this infographic for community planning on Green Flag Parks – ANDBC now has 4 Green Flag Parks, the new ones being Ballymenoch Park & Londonderry Park

Figure 7: Where are we now? Facts about Arts and Heritage in the Borough



Where are we now?

Across the Borough there is ongoing successful delivery and well-planned engagement, a large variety of activities, education and enrichment for all sectors of the community on an annual basis which includes some key facts (See Appendix One):

- 946 Creative Industries across the Borough with enterprise growing annually
- 112,000 people enriched through engagement with the arts in Ards and North Down
- Tourists from over 35 countries discovered the collections and histories of the local area
- 49 exhibitions enabled individual artists/historians or collectives/community groups to showcase and share their work

- 2,132 children from 32 schools enhanced their understanding of our local heritage
- 82 creative practitioners experienced improved skills through professional development support
- 836 people engaged in creative classes
- 9,369 lives enriched through attendance at performing arts and music events
- 867 people broadened their historical knowledge through talks held both in the museum and other venues
- 24 groups enabled to deliver arts activity in their community through grant aid
- £40,500 invested in grant aid that has enabled participation in and access to the arts at a community level
- £10,000 empowered 7 historical societies to gather local WWI stories for future generations.

Figure 8: Creative Industries in the Borough

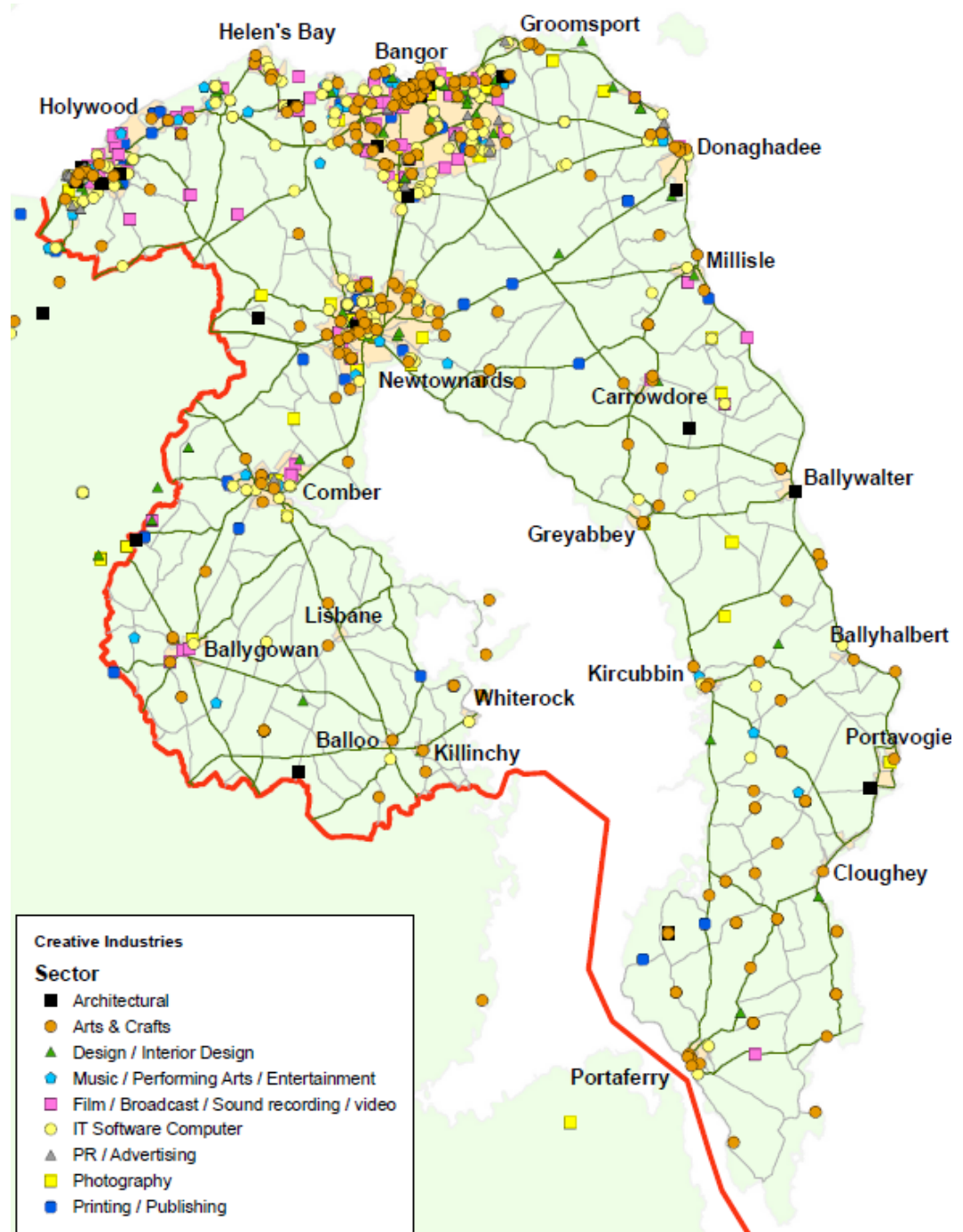


Figure 9: Quotes from local participants in Arts & Heritage activities and how it is impacting and enriching their lives



Sector SWOT

A SWOT of the cultural sector has been undertaken. A summary of the key points is outlined below.

Table 1: Sector SWOT

Strengths	Weaknesses
<p>The Borough</p> <ul style="list-style-type: none"> Interested and engaged communities Inspiring landscapes Rich cultural heritage including Ulster Scots, industrial, maritime, WWI and Christian heritage <p>Assets and infrastructure</p> <ul style="list-style-type: none"> Strength of heritage assets across the Borough Strong creative industry sector – 946 Creative industry businesses Good live music scene with many emerging bands Festivals recognised internationally Spread of creative activity across Borough around visual arts, crafts and festivals Range and quality of artists and spread across the Borough Strong festivals – Open House (arts), Aspects Festival (literature), Ards International Guitar Festival and Clandeboye Festival (classical music) Range of venues: Ards Arts Centre & North Down Museum; Portico, Portaferry; the Web Theatre, Newtownards; Studio 1a, Boom Studios & SERC Theatre, Bangor; six libraries offering arts & activities; Somme Heritage Museum, Conlig; Ulster Folk and Transport Museum, Cultra Network of 22 community centres <p>Council Arts and Heritage Service</p> <ul style="list-style-type: none"> Committed staff team with specialist knowledge Dynamic and committed Arts and Heritage Advisory Panel Direct Council investment in heritage groups Range of quality events delivered by Council team North Down Museum- flexible, dynamic, responsive Creative Peninsula engages beyond Borough and is well recognised Dedicated Council community arts programme and strong community arts sector Good links with regional arts and heritage support organisations Strong partnership links with Castle Espie, Clandeboye and the Library Service Strong relationship with community groups and seven historical societies 	<p>The Borough</p> <ul style="list-style-type: none"> The value of the arts and heritage is not fully recognised Still a lack of connection between different parts of the Borough Around 18% of households in AND are in the top third most deprived areas of NI Deprived communities are attending AND ticketed events at below average rates (ANI data) Some residents still perceive arts and heritage are not for them People in rural areas find it difficult to access arts activities because of poor transport links and public transport <p>Assets and infrastructure</p> <ul style="list-style-type: none"> Lack of a joined-up approach to the development, interpretation and promotion of heritage Lack of creativity in formal education Need for greater interpretation of heritage and heritage assets Low wage economy within creative industry sector Slow business birth rate and low productivity (GVA) Recession has affected investment in, for instance, galleries Lack of affordable studio spaces in appropriate locations Vacant buildings, many of which are historic Lack of a strategic approach to public art Lack of a youth voice in arts and heritage Project 24 – tired and in need of a vision, relocation and revamp Charity legislation is proving burdensome for voluntary sector organisations Information on sector opportunities needs improving Signage to heritage and arts assets needs to be improved Need for better digital marketing <p>Council Arts and Heritage Section</p> <ul style="list-style-type: none"> Relationships with the statutory sector need strengthening Legacy names of venues maintain old allegiances with customers Inadequacies of current ticketing system makes it difficult for staff to capture data

Opportunities	Threats
<p>Ways of working</p> <ul style="list-style-type: none"> • Thinking internationally • Advocating for the value of arts and heritage • Greater links with private sector <p>Resources</p> <ul style="list-style-type: none"> • Pool resources and investment to deliver the strategy • Alternative sources of funding e.g. Heritage Lottery Fund and Department for Communities • Link to Peace IV funding <p>Assets and infrastructure</p> <ul style="list-style-type: none"> • Infrastructure investment • Potential growth within arts and heritage sector as economic driver • Building on the arts and heritage assets of the area, particularly industrial, cultural and WWI heritage • Potential to develop heritage tourism e.g. Ulster Scots and Christian heritage • Expansion and development of the museum offer in Bangor • Projected growth of the creative industry sector over the next 3-5 years is for 28% turnover and growth of 21% Investment • Empowering artists to work locally • Relocation of Project 24 • More affordable places for artists to work, display and sell work and teach • More public art • More art in public buildings and associated with finding temporary alternative uses for empty buildings • Annual open forum for arts groups and practitioners <p>Engagement</p> <ul style="list-style-type: none"> • Widen reach across the Borough • Grow audiences • Promoting the area as a must visit destination • Focus on access in areas of deprivation • Increasing engagement by widening the number and type of venues used • A single digital what's on guide solution and arts and heritage directory for AND • Building online presence • Potential to increase visitor and audience numbers through proximity to Belfast <p>Council Arts and Heritage Section</p> <ul style="list-style-type: none"> • The Big Plan – partnerships with other players • Closer collaboration with contracted organisations e.g. Open House 	<p>Political</p> <ul style="list-style-type: none"> • Political uncertainty • Lack of final government strategies and final budgets for Programme for Government, tourism, arts and culture, etc. • Brexit <p>Economic</p> <ul style="list-style-type: none"> • Austerity and potential funding cuts • Competition from Belfast • Lack of investment in the sector moving forward <p>Social</p> <ul style="list-style-type: none"> • Geographic spread of population • Weather • Lack of investment in the road and transport network • Flags and emblems have a negative impact on visitor numbers <p>Technological</p> <ul style="list-style-type: none"> • Online and offline competition • Social media - reputational damage risk if not managed properly <p>Ways of working</p> <ul style="list-style-type: none"> • Not taking a collaborative approach to what we do

Key Issues

A needs analysis identified the following key issues. The need to ensure integration between this and other Council strategies, aligning funding streams and addressing any silo working across departments.

- Arts and heritage should be recognised and utilised for their contribution to the range of outcomes within The Big Plan for Ards and North Down;
- The strategy needs to be aware of the finite resources available to Council, exploring alternative funding opportunities and ensuring the Borough's groups and organisations can access them;
- The strategy should promote equality of opportunity for people from across the Borough to access arts and heritage. This will involve the Arts and Heritage Team seeing themselves as enablers as well as deliverers of activity;
- Arts and heritage have been recognised as a core part of Ards and North Down's tourism and regeneration strategies, so this strategy must ensure the sector contributes effectively to the delivery of these goals;
- There is a latent and unmet demand for deeper and wider engagement with the rich cultural heritage of Ards and North Down;
- Maximising opportunities for residents and visitors to engage with arts and heritage requires accurate and up to date information about the sector;
- The creative industries need a tailored and collaborative approach to sector development;
- A proactive and cross-departmental approach to heritage buildings and assets is needed including supporting voluntary organisations to animate and interpret them effectively;
- Many communities are delivering arts and heritage activity but need more practical help and support to do so effectively;
- Skills development is needed across the cultural sector.

Public Survey Results

The Public Survey (See Appendix Two) has helped shape the strategy and its strategic priorities and actions. Seven themes were identified from the public consultation findings. These included Stronger together- integrating and collaborating with all; Equity of geographic access to grow audiences and creative enterprises; Participatory approach to arts and heritage; Engaging audiences; Investment in our arts and heritage infrastructure and Advocate for the value of arts and heritage.

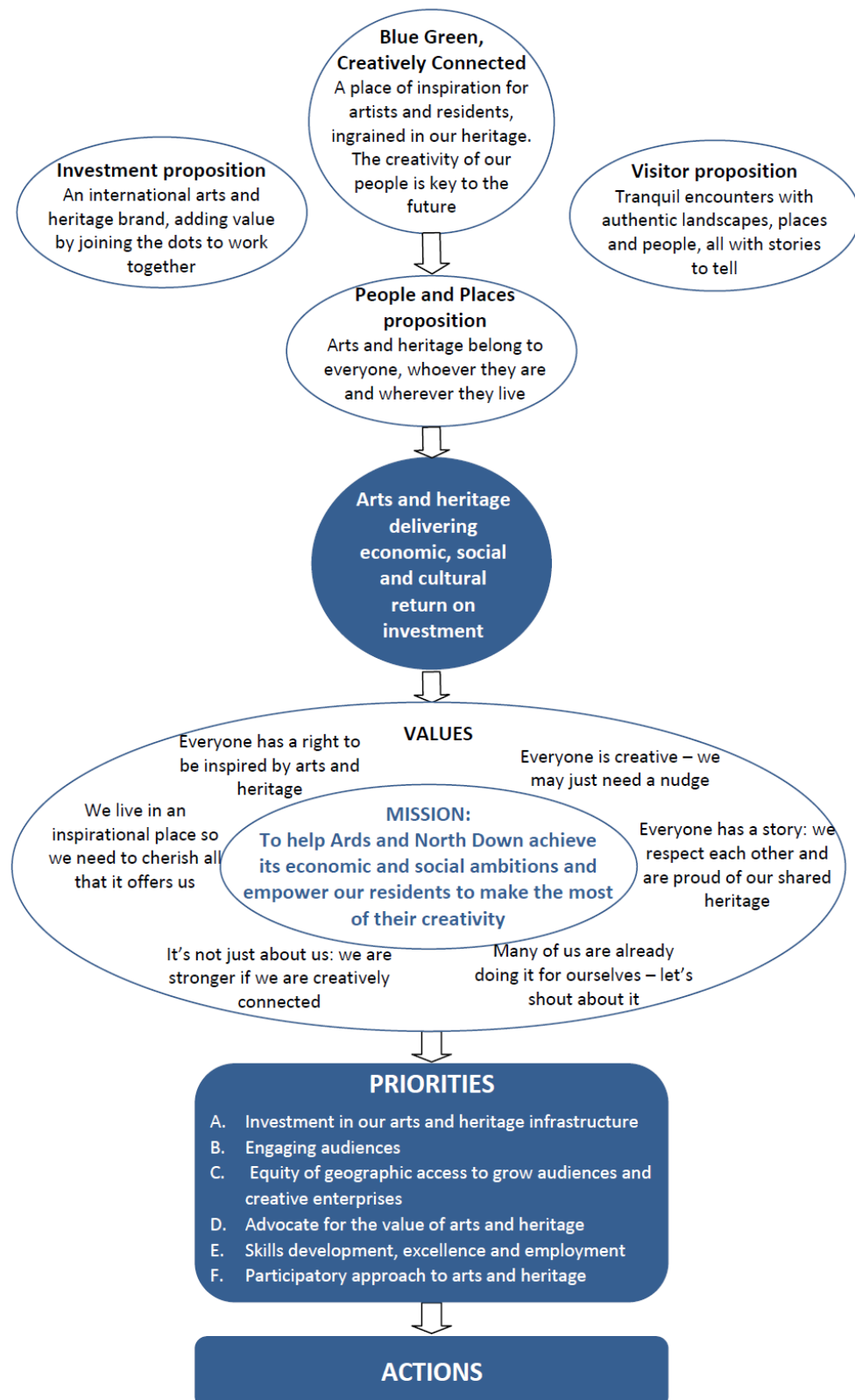
The following conclusion resulted from the public survey:

- Seven thematic priorities were ranked demonstrating very close ranking between all
- "Investment in Arts and Heritage Infrastructure" was the most important theme overall
- Although Stronger Together ranked seventh of the seven themes, from a Council perspective it is important for service delivery and is directly linked to the Community Planning mechanisms
- The prioritisation of themes has enabled greater insight for the development of the action plan
- The commentary on the survey actions provides recognition of the good work already been done and the importance of the strategy and action plan to progress the partnerships and delivery on the future success of arts and heritage in the Borough.

The Integrated Arts and Heritage Development Strategy

This strategy has been developed in collaboration with the Integrated Tourism, Regeneration and Development Strategy, delivering its vision of Blue Green, Creatively Connected from the arts and heritage perspective. Arts and Heritage is also at the heart of the new strategic approach to events. (See Appendix Three)

Figure 10: Blue:Green Creatively Connected for Arts and Heritage



Vision

Arts and heritage delivering cultural, social and economic return on investment

Arts and heritage make a difference. Research has proved that investment in arts and culture can bring a significant return on investment across the outcomes of The Big Plan for Ards and North Down which states the following:

All people in Ards and North Down

1. Fulfil their lifelong potential
2. Enjoy good health
3. Are respected and live in communities where they are safe and feel secure
4. Benefit from a prosperous economy
5. Feel pride having access to a well-managed, sustained environment

All people in Ards and North Down benefit from a prosperous economy

- Arts and culture contributes to local economies by attracting visitors, creating jobs and developing skills, attracting and retaining businesses and revitalising places.ⁱ
- In 2010, Northern Ireland's historic environment generated an output of £532m, created or sustained a total of 10,000 full-time-equivalent jobs and the Gross Value Added by the sector was £250m.ⁱⁱ
- The cultural and creative Industries represent 5% of the UK economyⁱⁱⁱ and are the fastest growing industry in the UK and so can contribute to economic development. Job growth in the arts, entertainment and recreation sector in Ards and North Down is projected to be over 20% between 2016 and 2026.^{iv}
- In Northern Ireland, the historic environment accounted for three jobs per thousand of the population compared to 8.1 in the Republic of Ireland and 11.8 in Scotland. There is considerable potential for growth. If the Northern Ireland sector could perform at an equivalent rate to Scotland, it would generate £1.5 billion annually and support 20,000 jobs i.e. three times its 2010 output and twice as many jobsⁱⁱ
- Investment in arts and heritage brings a financial return. In the Republic of Ireland in 2011, the arts sector contributed €307m in taxes and state-funded arts practitioners and organisations generated a turnover equivalent to more than twice what they received in grant aid^v
- Arts and heritage organisations can support creative thinking outside their own sector. Working with a creative company leads to increased innovation in small and medium enterprises beyond the creative industries.^{vi}
- Skills gained through creative activities are relevant to jobs outside the sector. Participants in amateur arts activities increase their employment potential through skills development and networking.^{vii}
- Arts and heritage assets are a significant driver of tourism. Cultural tourism represents 40% of the global visitor market. In 2015, 39% of visitors to Northern Ireland staying overnight visited a heritage site during their trip.^{viii}
- Arts and heritage attract the type of visitor that contributes most to the local economy. Cultural tourists stay more nights at the destination and spend more money than non-cultural tourists. The more culturally motivated the visit, the higher their level of engagement with the destination.^{viii}
- It is the sum total of arts and heritage assets in an area that drives visitor numbers. Although a small number of major attractions attract large numbers of visitors to Belfast and Causeway, Coast and Glens, these areas appear to achieve lower overall rates of market penetration than places like Derry and Strabane, Armagh and Lisburn and Castlereagh.^{ix}

All people in Ards and North Down enjoy good health and wellbeing

- Engagement with arts and heritage promotes good health and wellbeing. Research suggests that arts activities offer holistic benefits including physical, mental and social wellbeing^x
- Participating in or attending cultural places or events has a positive impact on wellbeing even when other factors are taken into account^{xi}
- Involvement in the community arts may be of particular importance in countering the effects of bereavement.^{xii}
- The Museums Association– Museums Change Lives Framework outlines the range of ways in which Museums. Museums can increase our sense of wellbeing, help us feel proud of where we have come from, can inspire, challenge and stimulate us, and make us feel healthier. With society facing issues such as poverty, inequality, intolerance and discrimination, museums can help us understand, debate, and challenge these concerns.^{xiii}
- Social isolation is associated with health risks in similar ways to smoking and obesity. Older individuals who are more socially isolated are more likely to report poor health.^{xiv} Arts projects reduced isolation among 80% of participants^{xv}

All people in Ards and North Down are respected and live in communities where they are safe and feel secure

- Participation in the arts creates more involved citizens.^{xvi} Young people who engage with the arts in school are twice as likely to volunteer and 20% more likely to vote as young adults.^{xvii}
- There is strong evidence that participation in the arts can contribute to community cohesion, reduce social exclusion, and make communities feel safer and stronger.^{xviii}
- The arts can help break down barriers between different social groups.^{xix}

All people in Ards and North Down fulfil their lifelong potential

- Recent research suggests that ‘cognitive reserve’, built over a lifetime through educational and employment opportunities can help older people delay the onset of cognitive decline and dementia and cope better if the conditions occur.^{xx}
- Learning through arts and culture can improve attainment in Maths and English and develops skills and behaviour that lead children to do better in school.^{xxi}
- Participation in arts activities is associated with improvements in young people's cognitive abilities and transferable skills.^{xxii}
- A cohort study demonstrated that students participating in an arts programme had significantly higher grades in academic subjects such as English, Maths and Science.^{xxiii}
- Museums can also enhance everyone's life chances by breaking down barriers to access and inclusion. Museums are doing this through active public participation, engaging with diverse communities, and sharing collections and knowledge in ways that are transforming lives.^{xxiv}

All people in Ards and North Down feel pride in having access to a well-managed, sustainable environment

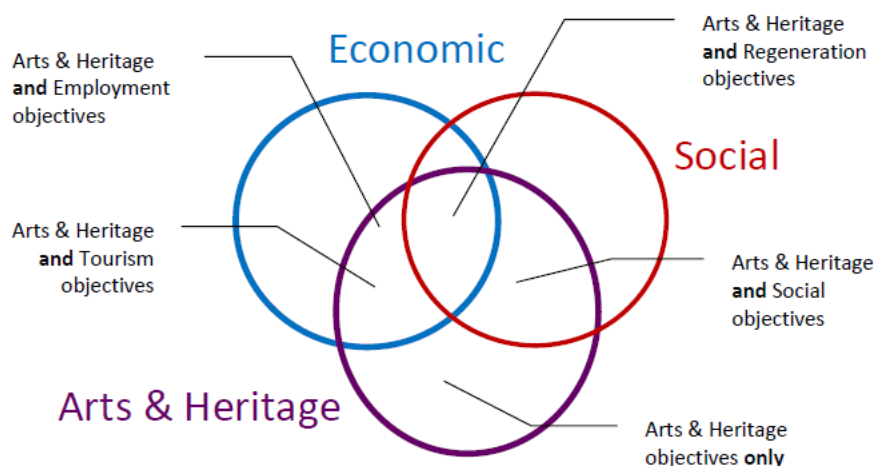
- Well-designed cultural venues add considerable value to the built environment by attracting visitors, generating increased activity and helping to create places where people (not least young people) want to live^{xxv}

Mission

To help Ards and North Down achieve its cultural, social and economic ambitions by enriching its people and places

Strategies and Actions

The following strategic priorities and associated actions have been developed in response to the key issues identified in the consultation process in order to achieve cultural, economic and social



outcomes and deliver the wider goals of The Big Plan for Ards and North Down. Arts and heritage activities have three types of outcome: economic, social and cultural/ arts and heritage.

Each activity is designed to achieve a different balance of these objectives. All have cultural objectives and some are designed to only achieve cultural objectives for example, showcasing new developments in an artform. Others are designed to achieve all the different kinds of outcome. The following strategies and actions embrace that full range of intentions. There are two levels of action:

- actions that the arts and heritage sector will collaborate to achieve from 2018 to 2023
- sub-actions that define the role of Ards and North Down Borough Council will play in delivering the actions 2018 to 2021

Oversight of the strategy implementation process will be led by Ards and North Down Borough Council and driven by the Arts and Heritage Advisory Panel which consists of representatives from Ards and North Down Borough Council's Elected Members together with individuals, community groups and organisations active in the arts and heritage sector. The strategy will be reviewed after three years and the associated action plans annually. They will be further shaped through ongoing collaboration with residents, communities and businesses in the Borough.

The Arts and Heritage themes and actions are detailed in pages 27-45.

A. Investment in our arts and heritage infrastructure

The arts and heritage sector needs investment if it is to achieve its potential to deliver across economic, social and cultural outcomes. We need to develop new sources for that investment, find imaginative ways of matching needs with opportunities and make resources stretch further by working together.

1. Investment in our heritage assets by Council and other agencies

Develop a heritage programme to animate, support and build capacity within the heritage sector and safeguard and develop the heritage assets of Ards and North Down including landscapes, habitats, buildings and monuments

2. Spaces for developing creative industries and promoting arts and crafts

Explore options to develop flexible spaces in which artists can work, sell arts and crafts products and demonstrate traditional and new skills to ensure greater visibility and higher footfall.

3. Diversify the funding base for arts and heritage

Seek alternative funding sources for arts and heritage sector and explore innovative funding models.

4. Continue to invest across the Borough

Review the Arts and Heritage grants allocation as part of the wider Ards and North Down grants review. Provide targeted support for applicants.

5. Public spaces that build cohesion and support creative expression

Continue to invest in the quality and vitality of public realm in towns and villages.

6. Expand the museum offer

Develop the Museum offer to ensure its collection is representative of the whole borough

A multi-purpose facility in Bangor

The need for a multi-purpose facility in Bangor was highlighted through the public consultation process. It is recommended that the Council explores the feasibility of and options for a prominent, inclusive and financially viable multi-purpose events facility in Bangor through combining the learning from the range of studies into the development of a multi-purpose events facility to complement the Queen's Parade Development in Bangor, fill in any gaps in information, and identify the preferred option. If deemed feasible, work with partnerships, as appropriate, that may emerge to realise this ambitious proposal.

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S= Y1 M=Y2 L=Y3+	EFFICIENT AND EFFECTIVE DELIVERY	BIG PLAN					ITRDS LINKED THEMES					ITRDS SUBJECT AREAS				
					FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING
A1a	Appoint a Heritage Officer and establish a Heritage Forum to work in partnership with the sector and Tourism Development & Regeneration Department (TDRD) to audit heritage assets and achieve the sector wide objective.	Lead: Head of Community and Culture Arts and Heritage Manager, Heritage Team; Regeneration, Tourism, Rural Development, Department for Communities, Northern Ireland Environment Agency, National Trust, Heritage Lottery Fund	S S-M		●	●	●	●		✓		✓				✓	✓	✓	✓
A2a	Identify possible locations for well-equipped flexible working spaces in towns and villages to encourage business start-up with links to larger business and innovation centres to support business growth and independent networks.	Lead: Heads of Economic Development and Community and Culture Arts and Heritage Manager; Regeneration, Tourism, Economic Development, Rural Development, Head of Performance and Projects; Arts and Crafts Sector; Department for Communities; Strategic Investment Board	S-M-L					●		✓		✓					✓	✓	✓
A3a	Explore a range of collaborative partnerships that could be developed in order to create collaborative gain linked to the Big Plan in regard of future funding for the sector. Investigate a range of alternatives, including public social partnership approach to draw in social investment to the arts and heritage sector. Disseminate finding to the sector.	Lead: Head of Community and Culture Arts and Heritage Team; Council Procurement; Department for Communities; Department of Finance and Department for Communities; Heritage Lottery Fund, PEACE IV, Public Health Agency, Arts Council NI; Building Change Trust, Arts and Business, Neighbouring Councils, Other regional arts-based support organisations like Thrive, Voluntary Arts Ireland etc; Big Plan Strategic Planning Partnership	S-M-L	★	●	●	●					✓				✓	✓	✓	✓

A4a	Seek simplicity and consistency of Arts and Heritage grant schemes. Add an additional amount to the current grants scheme for heritage-based activities linked to the work of the Museum. Map the current distribution of grants. Offer targeted support to underrepresented geographical areas and signposting to appropriate internal/external funding pathways.	Lead: Head of Community and Culture Arts and Heritage Team; Finance/ grants; Corporate Communications; Performance and Projects	S-M	★	●	●	●	●	●	✓						✓	✓	✓	✓
A5a	Ensure the development of inclusive public spaces maximise opportunities for collective creative expression including the development of quality public art and opportunities to demonstrate our cultural heritage.	Lead: Head of Regeneration Arts and Heritage Team, Economic Development, Tourism, Rural Development, Planning; Department for Communities, NI Environment Agency, Arts Council NI	M-L						●		✓					✓	✓	✓	✓
A6a	Undertake an options appraisal in line with the Councils wider asset review to grow and expand storage and access to exhibitions and collections.	Lead: Corporate Leadership Team, Head of Community and Culture Arts and Heritage Manager; Tourism, Economic Development, Planning, Head of Performance and Projects; External expertise; TNI; Department for Communities; Heritage Lottery Fund; Strategic Investment Board	M-L		●	●	●		●										✓

B. Engaging audiences

People kept telling us that it was difficult to find out about arts and heritage in Ards and North Down. We need to work together in a planned way to get more people involved in arts and heritage, including those who have felt excluded in the past. This will involve improving the arts and heritage experience, building skills across the sector and using the full range of effective communication tools.

1. Develop our audiences

Promote and deliver a comprehensive programme of arts and heritage activity for the Borough and develop a new approach to data collection and analysis

2. One-stop-shop for arts and heritage information

Improve information exchange mechanisms about arts and heritage activities and make information easier to find

3. Share local and international best practice

Explore international best practice designed to promote innovation and improve competitiveness

4. Enhance the customer experience

Enhance the visitor experience through improved front of house service in arts and heritage venues

5. Local business engagement

Work with the Chambers of Commerce and local businesses to increase the impact of arts and heritage in Ards and North Down

6. Enable everyone to access arts, heritage and creativity

Collaborate with communities and the sector to make sure everyone in Ards and North Down can unlock their own creativity and have access to arts and heritage by ensuring activities happen across the Borough and targeting people who are less likely to engage with a range of inclusion activities

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S=Y1 M=Y2 L=Y3+	BIG PLAN					ITRDS LINKED THEMES					ITRDS SUBJECT AREAS					
				EFFICIENT AND EFFECTIVE DELIVERY	FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING
B1a	Development of a comprehensive Audience Development/Marketing Plan to increase engagement in arts and heritage venues and activity. Maximise potential of online services to increase engagement. Specific targeting of geographic/demographic areas demonstrating low engagement.	Lead: Arts and Heritage Manager A&H team members; Corporate Marketing; Community Planning Manager; Big Plan Delivery Groups	M		●	●	●	●	●			✓		✓	✓	✓	✓	✓	✓
B1b	Review the online ticketing system to ensure effective analysis and reporting and review associated administrative processing		M		●	●	●	●	□		✓	✓		✓	✓				✓
B1c	Work with the sector and external expertise to identify and implement good practice around data collection, analysis and the sharing of results leading to effective customer relationship management across the sector.		M	★	●	●	●	●	●		✓		✓	✓	✓		✓		✓
B2a	Collaborate with the sector to compile a comprehensive directory of groups, organisations and individuals delivering arts/crafts and heritage events, activities and services including the wealth of unfunded activity by voluntary and community groups.	Lead: A&H team member A&H team members; Corporate Marketing; Community Planning Manager; Big Plan Delivery Groups; ICT; arts and heritage sector; Community Development; Neighbourhood Renewal; Rural Development; Good Relations; Peace IV; Tourism; North Down Community Network; Ards Community Network; South East Community Development Networks; community centre managers	M		●	●	●	●	●			✓		✓	✓		✓		✓

B2b	Consult with current information providers; identify sector needs and common objectives; identify best way of developing an online one-stop shop for information. This should include a range of information about access for people with disabilities.	Lead: Arts and Heritage Manager Arts and Heritage groups and organisations; Tourism; Community Development; Corporate Communications; Community connectors	M		●	●	●	●	●		✓	✓	✓		✓	✓	✓	✓	✓
B3a	Through the arts and heritage advisory panel (and appropriate Big Plan Delivery Groups to ensure wider relevance) initiate discussions with the sector about common improvement goals and explore potential best practice activities	Lead: Arts and Heritage Manager A&H Advisory Panel and team members; Community Planning Manager; Big Plan Delivery Groups; Arts and Business NI	S	★	●	●	●	●	●	✓			✓	✓		✓	✓	✓	✓
B4a	Implement AND BC's Customer Care Strategy to ensure consistency in positive customer experiences at arts and heritage venues and associated activity.	Lead: A&H team member A&H team members;	M	★	●								✓	✓					✓
B4b	Review front of house services in the Arts Centre, particularly focusing on reception/welcome	Lead: A&H team member A&H team members; Performance Management and Improvement	S	★	●								✓	✓					✓
B4c	Review processes to ensure all public-facing staff are familiar with and can provide information about all aspects of the Arts and Heritage Service	Lead: A&H team member A&H team members; Performance Management and Improvement	S		●			●	●		✓	✓			✓				✓
B5a	Explore mechanisms for improved communication/partnerships with local Chambers of Commerce to identify common goals, potential activities and the most appropriate structures for future collaboration	Lead: A&H team member, Regeneration Officer Chambers of Commerce; arts and heritage sector;	M	★	●			●					✓	✓	✓	✓		✓	✓
B6a	Identify and prioritise unengaged target groups where arts and heritage activities could help deliver social outcomes; identify connectors within those communities and consult to identify needs; identify the role for the Arts and Heritage section and agree an action plan	Lead: Arts and Heritage Manager, Big Plan Thematic Delivery Groups Department for Communities, Thrive, Arts Council NI, Corporate Communications Manager	S		●		●				✓	✓			✓				✓
B6b	Provide opportunities for arts participation and attendance by those with a disability, including artists. Recognise the contribution arts participation makes to well-being.	Lead: Arts and Heritage Manager, Museum Manager, Arts and Disability, Community Networks, Good Relations			●		●					✓					✓		✓

B6c	Undertake a needs analysis to inform the development of inclusive access to arts and heritage activities for those less likely to engage particularly those with a disability or those who are disadvantaged or isolated (either socially, economically)	Lead: Head of Community and Culture with Arts and Heritage Manager Economic Development and Tourism; Community Development; Neighbourhood Renewal; Rural Development; Good Relations; Peace IV; North Down Community Network; Ards Community Network; South East Community Development Networks; community centre managers	M		●		●			✓	✓	✓	✓	✓	✓		✓			✓
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C. Equity of geographic access to grow audiences and creative enterprises

Four out of five households in Ards and North Down do not go to arts or entertainment events in Belfast and 24 out of 25 did not buy a ticket for an event within the Borough. We need to make sure that everyone across the Borough has arts and heritage events within reach, knows about them and feels as if they are for them.

1. Recognise the potential of Ards and North Down's unique locations and spaces - Co-ordinated programming of arts and heritage activities in the sector

Work with local communities to promote the unique ecology of our places and the way they inspire creativity- Develop practical mechanisms that bring together individual groups and organisations to create joint offers that maximise arts and heritage assets, linking them to other aspects of the tourism offer

2. Collaborating to make the most of national resources

Work with national cultural organisations to make the most of the resources and the opportunities they offer to engage visitors and residents

3. Add value to our offer through partnering with neighbouring councils

Make the most of our location by working with neighbouring Councils to access new audiences and visitors for our arts and heritage offer

4. Promote the Council's arts and heritage product

Rebrand the Council's product to reflect the new borough-wide approach to arts and heritage

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S= Y1 M=Y2 L=Y3+	BIG PLAN					ITRDS LINKED THEMES						ITRDS SUBJECT AREAS				
				EFFICIENT AND EFFECTIVE DELIVERY	FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING
C1a	Facilitate a forum of festivals, events and heritage activity delivery agents (including AND BC) for the on-going sharing of information and best practice.	Lead: Tourism and Community and Culture including Arts and Heritage; Community Development, Neighbourhood renewal, Good Relations, Peace IV; Regeneration; Rural Development; Corporate Communications; Town Centre Managers; Arts and heritage organisations delivering festivals and events e.g. Open House	M-L		●			●	●		✓	✓	✓	✓	✓	✓	✓	✓	✓
C1b	Set up an internal cross-departmental Arts, Heritage and Tourism Working Group to ensure improved collaboration and communication.		S-M-L	★				●			✓	✓	✓	✓	✓	✓			
C2a	Identify and seek funding for collaborative projects that enhance the Borough's existing assets with national and other organisations with assets in Ards and North Down and/or relevant programmes or heritage collections.	Lead: Head of Community and Culture, A& H staff, AND Assets and Property Services, private land and asset owners, National Museums NI (Ulster Folk and Transport Museum); National Trust (Mount Stewart, Strangford Lough); Wildfowl and Wetlands Trust (Castle Espie), NI Environment Agency (e.g. Greyabbey, Nendrum), Ulster Orchestra, Somme Heritage Museum, Mining Heritage Trust of Ireland, Heritage Lottery Fund	S-M-L		●	●		●		✓	✓	✓	✓	✓	✓	✓			✓
C3a	Utilise existing Officer's Forums to explore synergies, potential collaborative opportunities and to share best practice.	Lead: Head of Community and Culture, Arts and Heritage, Tourism and Regeneration Managers. Arts Manager's Group and Regional Curator's Group	S-M			●		●		✓	✓	✓	✓	✓	✓				✓

C4a	Address barriers to engagement and lack of service identity through rebranding.	Lead: Head of Community and Culture with Arts and Heritage Manager Relevant internal stakeholders; Corporate Communications	S	●						✓		✓		✓	✓	✓				✓
C4b	Identify strap lines that connect the different aspects of the service to the single, unifying mission	Lead: A&H team member A&H team members; Corporate Marketing	S	●										✓	✓					✓

D. Advocate for the value of arts and heritage

We believe passionately in the power of arts and heritage to change lives but we need to prove it. That means we need to decide what evidence we need and make sure we collect it.

1. Advocate for the value of arts and heritage on multiple outcomes

Develop advocacy tools that demonstrate the value of engagement in arts and heritage

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S=Y1 M=Y2 L=Y3+	BIG PLAN						ITRDS LINKED THEMES						ITRDS SUBJECT AREAS			
				EFFICIENT AND EFFECTIVE DELIVERY	FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING
D1a	Ensure the monitoring and evaluation of IAHS adopts an Outcomes Based Accountability (OBA) methodology in line with the Big Plan.	Lead: Head of Community and Culture with Community Planner A&H Advisory Panel and team members; Council Finance and Performance; Community Planning; NILGA	S-M-L	★				●			✓		✓	✓					✓
D1b	Agree methods for using the data to disseminate the various outcomes of the plan to a range of different audiences	Lead: A&H team member Corporate Communications, Performance and Projects	S-M-L	★				●			✓		✓	✓	✓	✓	✓	✓	✓
D1c	In partnership with the relevant Community Plan thematic delivery groups further develop indicators taking into account good practice.	Lead: Arts and Heritage Manager A&H team members; Community Planning Manager; Big Plan Delivery Groups, external expertise	S-M	★				●			✓		✓	✓					✓
D1d	Explore mechanisms to celebrate achievements in the arts and heritage sector and promote/advocate for the social, cultural and economic benefits of participation and engagement.	Lead: Arts and Heritage Manager A&H team members; Community Planning Manager; Big Plan Delivery Groups, external expertise	S-M	★	●			●			✓			✓					✓

E. Skills development, excellence and employment

The Integrated Strategy for Tourism, Regeneration and Development has prioritised the cultural and creative industries because of their potential to grow. But they need tailored support to achieve their potential.

1. Build an international reputation for festivals and events

Build on Ards and North Down's existing world class festivals and events, increasing their national and international appeal

2. Grow employment and increase productivity

Foster employment opportunities and increase productivity in the creative sector

3. Promote and strengthen local talent

Recognise the wealth of local talent in Ards and North Down, mobilise and it through networking opportunities

4. Consult on an ongoing basis

Review the effectiveness of our arts and heritage offer and the way it is delivered through regular consultation with the public including the Arts and Heritage Panel

5. Review role of the Arts and Heritage Panel

Establish mechanisms to ensure that the Arts and Heritage Panel is supported in their role as advocates for arts and heritage in the Borough

6. Gather evidence to enable advocacy

Develop shared centralised systems to measure engagement with arts and heritage to demonstrate the sector's impact on wider objectives Borough-wide

7. Promote international exchanges, learning and residencies

Build ambition and excellence through international learning, exchange and residency programmes

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S=Y1 M=Y2 L=Y3+	EFFICIENT AND EFFECTIVE DELIVERY	BIG PLAN					ITRDS LINKED THEMES					ITRDS SUBJECT AREAS				
					FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING
E1a	Collaborate in the development of a cross departmental Events Strategy for AND BC	Lead: Tourism with Arts and Heritage Manager A&H team members; relevant Integrated Tourism, Regeneration and Economic Development Delivery Group	S-M-L				●		✓	✓	✓	✓	✓	✓	✓			✓	
E2a	Collaborate with the appropriate Integrated Strategy delivery groups and partners delivering support to cultural and creative enterprises in the Borough to identify gaps and overlaps. Agree the most effective structure for delivery.	Lead: Economic Development with Head of Community and Culture A&H team members; Economic Development; Integrated Tourism, Regeneration and Economic Development Delivery Groups; arts and heritage sector; Signal Business Support team, Boom! Studios, Creative Peninsula and other support providers; Rural Development; Department for Communities; Arts Council NI; Invest NI; NI Screen; Craft NI; NESTA; Arts and Business NI	M				●			✓	✓	✓	✓				✓	✓	
E2b	Delivery of a Council led Enterprise Promotion and Support Programme that will aim to generate increased levels of business start within the area, which will support entrepreneurs at pre-start and business start, as well as during the early stages of business growth taking account of the unique needs of business in the creative and cultural sectors.		M				□			✓	✓	✓	✓	✓				✓	
E2c	Collaborate to develop and deliver appropriate sector based skills development for those creative industries in Ards and North Down with most growth potential. e.g. professional development opportunities and support continued development of professional practitioners.		M				●			✓	✓	✓	✓						✓
E2d	Commission the development and delivery of masterclasses in creativity and innovation for all sectors of the economy across the Borough						□				✓	✓	✓					✓	✓

E3a	Identify mechanisms to demonstrate and promote the success of different types of cultural and creative enterprises in Ards and North Down	Lead: A&H team member Economic Development and Tourism; Corporate Communications; Rural Development; Signal Business Support team; Boom! Studios; Creative Peninsula; ACNI; NI Screen; Creativity and Culture; Arts and Business NI, South East Regional College	M									✓	✓				✓	✓	
E3b	Identify opportunities to engage with school and college graduates to support emerging creative talent								✓	✓	✓	✓				✓	✓	✓	
E4a	Review current consultation/evaluation methods in-line with corporate reporting mechanisms. Seek consistency in approach and application of evaluation. Move to outcomes-based evaluation	Lead: A&H team Arts and Heritage groups and organisations; Community Groups; Community and Culture	S-M-L		●	●					✓		✓					✓	
E5a	Review the role of the Arts and Heritage Advisory Panel to ensure it becomes the driving force for advocacy and lobbying for the arts and heritage sector	Lead: Head of Community and Culture. Partners: Internal Audit - Corporate Governance; External support Commissioned; Arts and Heritage Panel	S-M	★								✓						✓	
E6a	Identify common indicators for engagement in arts and heritage activities and establish a baseline for each. Standardise surveys issued across the sector. Review current provision of online services and profile. Increase online engagements	Lead: Head of Community and Culture Head of Finance and Performance; ICT Service; Community Planning Manager; Arts and Heritage Manager, Corporate Communications Manager, Thrive	S-M-L		●	●	●	●	●		✓			✓				✓	
E7a	Explore development opportunities and best practice visits for the arts and heritage sector	Lead: A&H team member Big Plan Delivery Groups; relevant Integrated Tourism, Regeneration and Economic Development Delivery Group; arts and heritage sector; Department for Education; Libraries NI; Department for Communities; Arts Council NI; NI Screen; youth leaders; community groups; Heritage Lottery Fund, NI Museums Council, SERC	M		●	●	●	●		✓	✓		✓	✓		✓	✓	✓	✓

F. Participatory approach to arts and heritage ensuring equity of geographic access

Ards and North Down has an extraordinary rich and diverse heritage scattered throughout the Borough. We need to join it all up, engaging with the whole arts and heritage ecosystem and celebrating the huge contribution made by volunteers.

1. Promote pride of place

Support and create a sense of local pride of place

2. Recognise, nurture and animate the heritage and culture of people and place

Recognise the importance of people's stories, beliefs and identity and support their unique contribution to cultural tourism, community cohesion and the creation of places where people want to live and work

3. Fit for purpose small scale outreach infrastructure

Grow participation in arts and heritage across the Borough

4. Recognising and promoting the role of community arts and heritage

Encourage, support and build capacity among voluntary arts and heritage groups

5. Advocate for improved public transport

Advocate for increased provision of accessible and affordable public transport, day and night

6. Advocate for improved broadband access

Advocate for improved broadband speeds across the Borough to make it easier for the creative and cultural industries to do business

COUNCIL-SPECIFIC SUB ACTIONS		LEAD and PARTNERS	TIME-FRAME S= Y1 M=Y2 L=Y3+	EFFICIENT AND EFFECTIVE DELIVERY	BIG PLAN					ITRDS LINKED THEMES					ITRDS SUBJECT AREAS					
					FULFIL POTENTIAL	GOOD HEALTH AND WELLBEING	FEEL SAFE, RESPECTED and SECURE	PROSPEROUS ECONOMY	SUSTAINABLE ENVIRONMENT	NURTURE OUR ASSETS	UNDERSTAND OUR POTENTIAL	CONNECT PLACES AND PEOPLE	EQUIP WITH SKILLS AND SPACES	EXCEL IN VALUE AND QUALITY	PROMOTE TO INVEST	TOURISM	REGENERATION	ECONOMIC DEVELOPMENT	PLANNING	ARTS and HERITAGE
F1a	Support place making activities with a creative edge that contribute to the animation of our town and village centres	Lead: Tourism, Regeneration, Rural Development, Council Community Development, Neighbourhood Renewal and Good Relations; Community Planning Manager; Department of Agriculture, Environment and Rural Affairs	M-L		●	●	●	●	●	✓		✓	✓			✓	✓		✓	✓
F2a	Develop and support large scale and community-led projects that seek to celebrate, preserve and promote the cultural, industrial and WWI heritage of the Borough.	Lead: Head of Community and Culture with Arts and Heritage Manager AND Tourism, Tourism NI, Department for Communities, NI Museums Council, Ulster Scots Agency, Ulster Scots groups, Rural Development, WWI heritage groups, AND Assets and Property Services, NI Environment Agency, Somme Heritage Museum, Mining Heritage Trust of Ireland, Heritage Lottery Fund, Big Lottery Fund	S-M-L		●	●	●			✓		✓			✓	✓	✓		✓	✓
F3a	In partnership with Community Services and the community sector - scope and identify appropriate council community centres /hubs from across the Borough that could be resourced to accept outreach arts and heritage programmes, exhibitions and participatory activities.	Lead: Head of Community and Culture A&H team members; Council Community Development, Neighbourhood Renewal and Good Relations; Community Planning Manager; Council Rural Development, Department of	S-M		●	●	●		●			✓	✓			✓	✓			✓

		Agriculture, Environment and Rural Affairs																	
F4a	Investigate mechanisms to promote the contribution the voluntary arts and heritage groups make to the Borough	Lead: Head of Community and Culture with North Down Museum Manager Heritage Team, Council Tourism, Tourism NI, Department for Communities and NI Environment Agency; National Trust, Heritage Groups, National Museums NI; National Trust; Wildfowl and Wetlands Trust, Heritage Lottery Fund, Volunteer Now	S		●	●	●	●	●		✓			✓	✓				✓
F5a	In partnership with the relevant Community Plan thematic delivery group collate and disseminate evidence to advocate for improved public transport, rallying the voice of the sector where relevant	Lead: Community Planning Manager A&H team members; Community Planning Manager; Big Plan Delivery Groups	S-M-L					●	✓	✓	✓				✓	✓	✓	✓	✓
F6a	In partnership with the relevant Community Plan thematic delivery group collate and disseminate evidence to advocate for improved broadband, rallying the voice of the sector where relevant	Lead: Community Planning Manager A&H team members; Community Planning Manager; Big Plan Delivery Groups	S-M-L					●	✓	✓	✓			✓	✓	✓	✓		✓

Investing in our Future

Current investment

In the five years between 2011/12 and 2015/16, the arts and heritage sector in Ards and North Down received a total of £2.77 per head of population from the Arts Council of Northern Ireland. This is the fourth highest funding per head among the Local Government Areas. Belfast City, however, received £35.84 per head, Derry and Strabane Council area received £16.22 and Fermanagh and Omagh received £3.37.³

Between 2012/13 and 2016/17, the film, television and video sector in Ards and North Down received £1.06 in funding per head of population from Screen Northern Ireland compared to £5.69 in Belfast City and £2.29 in Derry and Strabane Council area.

It is clear that an innovative approach to funding and investment is needed if the arts and heritage sector is to maximise its contribution to making Ards and North Down Blue Green Creatively Connected.

The arts and heritage sector, with an increasing focus on supporting creativity and innovation, are engines for economic growth as well as being crucial to the health, well-being and quality of life of local communities in Ards and North Down. They help to strengthen skills and employability, capitalising on the opportunities from rapid advances in technology, and are fundamental to the creation of cohesive communities with a strong sense of belonging to their place – Blue Green Creatively Connected. The following investment models should be considered to increase investment within the sector.

Funding and Investment Alternatives

Accessing new funding and investment opportunities is challenging in a time of austerity. It is recommended that with some external expertise council should examine new funding and investment opportunities to supplement the existing arts and heritage budgets already in place. The Council has an important role in developing networking and collaboration to join up strategic and project funders to achieve common goals. Linking with the actions in the new Integrated Tourism, Regeneration and Economic Development Strategies is key to this.

The *Integrated Tourism Regeneration and Economic Development Strategy 2018-2030* embodies the concept of collaborative gain through the potential pooling of different agencies' resources in joint initiatives and new funding agreements. This should be encouraged for arts and heritage. The Council should establish a **strategic growth partnership for arts and heritage** including its own arts and culture, tourism and economic development functions alongside other key funders such as the Arts Council of Northern Ireland, the DfC's Historic Environment Division, City Deal programme, the Public Health Agency, Northern Ireland Environment Agency, Tourism NI, Heritage Lottery Fund, Foras na Gaeilge and Ulster Scots Agency as well as interested trusts and foundations. The Chambers of Commerce should also be encouraged to engage as private investment is also crucial to a coherent way forward.

³ These figures do not include activity by Belfast-based organisations that took place in Ards and North Down.

A recent Northern Ireland study carried out by the Building Change Trust and Arts and Business⁴, demonstrated that current funding structures and models do not support organisational stability, but instead impeding organisational development and growth in voluntary sector arts organisations. The study recommended examining forms of non-grant funding for arts organisations such as social finance models, which to date have been developed more fully in England. However, the report identified that while many arts organisations expressed an interest in finding out more about forms of non-grant finance, notably community shares, angel investment and crowd-funding, there were some who were resistant. For many organisations, loan finance is only an option if they can reliably generate adequate revenue to cover repayments.

Two concepts closely linked to community planning and outcomes-based planning are worth exploring: **Participatory Budgeting** and **Public Social Partnership** models which are used widely in Scotland. A similar collaborative and instrumental outcome-based approach to arts development is already being driven through PEACE IV funding.

The Ards and North Down Borough Council should consider **alternative delivery models** for some cultural services it currently provides directly where it is appropriate to do so.

Likewise, **Shared Services** can potentially reduce costs, build new audiences and ensure more resources are expended on direct delivery projects. Examining the concept of a **new ticketing system is also worth further investigation**. Other opportunities for shared services should be examined across the sector from ICT support services through to Human Resources, museum archiving services and technical support for theatre productions – some of which could incorporate apprenticeships etc.

Prudential Borrowing: a local authority may borrow for any purpose relevant to its functions. The period of funding is flexible. In Northern Ireland, the Department of Finance coordinates lending with the UK Debt Management Office on the same lend-on rates as the Public Works Loan Board (PWLb). The Loan may be between one and 50 years and at a fixed or variable rate.

Medium rates investment: the discretionary power for each Council to set their own business district rate annually provides the opportunity to raise additional funds through an increase in the rates. Conversely, they may seek to attract new businesses through lower business rates.

The **Percent for Art Scheme**⁵ can play a vital and inspirational role in transforming spaces. Through multidisciplinary and collaborative practice, artists can help departments, architects and designers create imaginative environments that reflect and enhance local identity. The Department for Communities' policy on Architecture and the Built Environment includes five key objectives, one of which relates to the integration of art. The objective promotes collaboration between practising artists, design professionals and Government Clients thereby encouraging the integration of art in the design of public buildings and public spaces. The policy encourages the adoption of 'Percent for Art' in all public-sector capital construction projects. Percent for Art is when a percentage of a capital budget is specifically reserved for art, usually up to 1% of the net construction cost up to a specified ceiling. The Council could encourage the greater use the Scheme, ideally commissioning and working with local artists.

⁴ Socially Investing in the Arts – November 2016 – Building Change Trust and Arts and Business Northern Ireland

⁵ <https://www.finance-ni.gov.uk/pgn-0117-art-in-government-construction-projects>

There are a number of existing **EU funding** programmes which the Council and others can continue to exploit as a way of realising the ambitions of this strategy, one being the EU Peace IV programme which is supporting a number of significant peace building projects through arts and heritage activities.

Appendix One: Arts and Heritage Section Activity 2016/17

What does Ards and North Down Borough Council deliver under arts and heritage?

Ards and North Down Borough Council delivers its Arts and Heritage programmes through an experienced and capable staff team. The Arts are co-ordinated in the main from Ards Arts Centre while Heritage is co-ordinated from North Down Museum and both are managed by the Arts and Heritage Manager. A breakdown of the two services is provided below. The two parts of the service deliver their supported activities across the Borough in collaboration, sharing resource to ensure programmes, projects and activities are effectively delivered for residents and visitors alike.

Arts activity in Ards and North Down supported by Council

Ards Arts Centre welcomed approximately 32,000 visitors in 2016/17. Attendance at arts events presented outside the Arts Centre, remains strong, using a number of external venues including Kiltonga Hall, The Queen's Hall in Newtownards, The Web Theatre, SERC's Space Theatre, Bangor Castle Walled Garden and Aurora Aquatic Centre.

Throughout 2016/17 AND BC Arts offered a **merged programme** of affordable and accessible entertainment and activity. This was promoted through the new **Arts and Heritage Guide**. The programme also included community support, professional development and the provision of grants. The Arts Service continues to benefit from growing digital, social media and traditional printed media exposure and communications across the Borough.

The **music programme** delivered a varied series of music events at a range of venues with diverse artists and genres of music in the likes of the Ards Arts Centre, the Chamber at Bangor Castle, the Courtyard of North Down Museum, Bangor Abbey, Queen's Hall in Newtownards, Portico in Portaferry and the Aurora Aquatic Centre in Bangor.

The **performing arts programme** also included many exciting productions which took place at various locations with growing audiences and interest across the Borough.

A series of **film screenings** was introduced in 2016/17 with two films taking place as part of the Somme Commemorative Programme of events.

Arts Festivals continued to grow in popularity with the **Puppet Festival** attracting Puppeteers from throughout the Ireland and the UK to Newtownards for the weekend where they performed over 20 shows to audiences of approximately 1,856 across 6 venues. A puppet exhibition also ran for two weeks following the festival with great success.

Aspects Irish Literature Festival celebrated its 25th anniversary running over eight days in 2016. The Bangor Book was also published, compiled and edited by Kenneth Irvine, a founder of the Aspects Irish Literature Festival. In 2017 it ran for 11 days and had 2,000 in attendance. There were varied events for readers from crime to comedy, football to poetry and history and a series of writer development events. 34 events attracted nearly 2000 people across seven venues.

Ards International Guitar Festival attracted international acts over five days with many sell out performances. New initiatives including historical and literary accompaniments and hands on guitar clinics also took place and were huge successes. 1,816 people attended, across 22 acts in six different venues.

The Visual Arts Programme included ForM Sculpture Exhibition, which attracted the public in an accessible way, alongside exhibitions and tours and workshops in Bangor Castle Walled Garden attracting 2,800 visitors over four days in 2017.

Ards Arts Centre has two gallery spaces which were visited by more than 10, 000 people during 2016/17 with a variety of schools and local artists showcasing their talents.

The Creative Peninsula attracted over 1,200 to the month-long exhibition showcasing the best professional arts and crafts produced in the Borough.

The Arts Education Programme in Ards Arts Centre offered a comprehensive programme of Creative Classes across three terms throughout the year. In 2016/17 more than 800 individuals attended a class over a period of 6-10 weeks with 87% of available spaces booked. The Kids Arts Schemes offered activity programmes across the Borough in Holywood, Donaghadee, Comber and Ards.

Several **Artists Talks** were also held during the year.

The Community Arts Development Officer (CADO) ran a series of projects and schemes to encourage arts activity in the community. These ran alongside the festival, performance and exhibition programme and several community specific projects which took place across the Borough.

A **Professional Development Programme** for artists is managed by the Arts Officer.

The Community Arts Programme included Cuan Craic (Arts for Older People), Poppy Project, Mental Health, Art and Disability and Art and Well Being projects, The Big Draw and Christmas Lantern Procession. These were supported by the CADO and attracted and involved more than 2,400 people.

The Annual Arts Grants scheme supported a range of projects, festivals and workshops all vital to arts, culture community, people and place. These included a Multi-Annual Award to five organisations; an Arts Project fund; Artistic Development Scheme and Arts Bursaries.

The Partnership Programme Delivery -The Creative Peninsula 2016 was delivered in partnership with **Craft Development**. It took place over 10 days and is Northern Ireland's premiere arts and crafts open studio event with over 150 professional artists registered as living and working in the Borough. In total over 24,000 visitors and artists engaged with the Creative Peninsula event in 2016.

Heritage in Ards and North supported by Council

The North Down Museum is the most visited local authority museum in Northern Ireland and welcomed 75,773 visitors through its doors in 2016. Visitors included a comprehensive list from the Home Nations, Europe and the Rest of the World. The museum and staff are working at capacity with resources and space provided. The museum tries to use collections where ever possible and ensure exhibitions and events stem from artefacts (either in our possession or from loans).

Redevelopment of the museum and gallery took place in 2016 including the Memories of the 20th Century Gallery which focused on the First and Second World Wars and the opening of a new Nostalgia Gallery which focuses on a different decade in the history of Bangor.

The **Heritage Exhibition Programme** in the museum showcased 27 exhibitions over the year. The museum also curated 5 travelling exhibitions which travelled to venues across the Borough and hosted 13 exhibitions in the community gallery featuring local artists and craftspeople and included one exhibition developed by museum staff, The Life and Times of Percy French.

The **Heritage Events Programme** at the museum hosted its usual family friendly events such as Easter, Summer Schemes, Halloween and a Christmas market. Several new events were also held including a Cubs Fun Day, the Fleadh Summer Market, Toddlers take over the Museum, Columbanus Day and St Patrick's Day celebrations. There were seven exhibition launches, two book launches, four lunchtime talks and one permanent gallery opening as part of the commemoration of the Battle of Jutland.

In conjunction with other sections of Council the heritage service also hosted a **Community Planning** event, four community summer scheme sessions, two guided walks and participated in Translink's Bus and Train Week. The museum was the venue for four mental health talks, two memory windmill workshops, two plays by Bangor Drama Society and the launch of the Education Minister's new 'Lessons from Auschwitz' funding programme.

A **series of events in association with Arts events** including Arts Takes over the Museum, Aspects, the Puppet Festival, music in the courtyard and Arts Development workshops also took place.

The **Heritage Education Programme** included School visits, with 61 visits by 33 schools from across and outside the Borough. A total of 2,132 pupils along with 206 teachers and parents participated in the school's programmes.

Heritage Talks and Tours included nine talks which were given across the Borough to a total of 208 people. In addition, 23 tours were arranged for a total of 325 people. In addition, 266 visitors attended nine tours for European Heritage Open Day (EHOD) in 2016. The museum has also engaged with the local Historical Societies who provide regular talks hosted in the museums.

The museum received extensive **coverage in local and national media** around its varied exhibitions during the year.

A **World War One Historical Societies Project pilot project** ran with seven historical societies from across the Borough. The project enabled the service to hold five roadshows, three talks, one evening of poetry, readings and songs and contributed toward one play - Silent Night. The exhibition

also travelled to five libraries across the Borough. In addition, 28 local people were interviewed, and 160 objects were digitised.

The **museum's WWI Project Officer finished in August of 2016**. Through this 18-month HLF funded post, the museum was able to develop two travelling exhibitions, a large temporary exhibition in the museum (which then travelled to Portico in Portaferry for an extended period), a family fun day, the new 20th Century Gallery featuring the Bingham VC and an interactive exhibition developed in conjunction with Year 10 students from Bangor Grammar School.

There were over 55 enquiries relating to the collection, historical information or images over the course of the year. The museum continues to assist with access to the collection through providing images and information for two publications.

During the year, the museum's team of **dedicated volunteers grew from one to three**. They have worked on documenting the museum's large postcard collection, transcribing the 16th/17th century Clanbrassil rent rolls, and researching local landed families.

Appendix Two: Arts and Heritage Strategy- Summary of Public Survey- Jan 2018

Public Survey Results

The IAHS survey was carried out online from 11th November 2018 to 22nd January 2018. Following extensive consultation with the sector and the general public across Ards and North Down Borough Council the respondents were asked to complete the survey which included prioritising seven draft thematic priorities and actions which had been identified. A total of 212 people responded to the survey.

Survey respondents were asked to prioritise the actions within each of seven draft thematic priorities to demonstrate what they public felt were important. The first priority was subsequently incorporated within the others.

The results for each priority action are reflected below:

Stronger together, integrating and collaborating with all

- 60% -Recognise the potential of ANBC unique locations & spaces
- 50% - Integrated programming of arts & heritage activities in the sector
- 42% - Practical working across the sector
- 39% Better understand audiences & participants
- 38% - Collaborating to engage National resources
- 32%- Heritage & Tourism Working Group
- 29%- Grow ambition within the arts and heritage sector
- 29%- Joining the dots across Council
- 25%- Add value to our offer through partnering with neighbouring councils
- 22%- Consult on an ongoing basis- with the public
- 14%- Review role of the Arts and Heritage Panel
- 14%- Gather evidence to enable advocacy for engagement
- 8%- Shared decision making within arts and heritage programme

Equity of geographic access to grow audiences and creative enterprises

- 55% -Participatory and performing arts/heritage touring network
- 51%- Improve access to arts, heritage and creativity
- 48%- Make information easier to find
- 30%- Advocate for improved public transport
- 16% - Advocate for improved broadband access

Participatory approach to arts and heritage

- 54%- Promote local learning and a sense of pride of place
- 47%- Manage and develop our heritage assets in a sustainable way
- 38%- Recognise, nurture and animate the cultural heritage of people and place
- 32%- Fit for purpose small scale touring network infrastructure

29%- Recognising and promoting the role of community arts and heritage

Engaging audiences

53%- One-stop-shop arts and heritage marketing and information

49%- Develop our audiences

43%- Share local and international best practice

37%- Enhance the customer experience

37%- Local business engagement

35%- Build relationships with audiences and participants

34%- Digital marketing and social media reach for arts and heritage

12%- Rebrand Council arts and heritage venues

Investment in our arts and heritage infrastructure

68%- Promote and strengthen local talent

59%- Investment in our heritage assets by Council and other agencies

50%- Creative incubation spaces/ hubs for promoting arts & crafts

42%- Diversify the funding base for arts and heritage

42%- Meanwhiling programme for creative industries

42%- Invest to save

38%- Investment in Heritage

36%- A multi-purpose facility in Bangor

35%- Public realm that supports creative expression & cohesion building

34%- Creative industry cluster programme

32%- Undertake options appraisal for expansion of the museum offer

25%- Promote shared services across arts and heritage sector

22%- Strategic Partners pilot

21%- Innovative creative economy development and incubation hub

19%- Innovative investment models

Advocate for the value of arts and heritage

74%- Advocate for the value of arts and heritage on multiple outcomes

26%- Agree performance indicators

Skills development, excellence and employment

61%- Build an international reputation for festivals and events

48%- Grow employment

43%- Promote the creative and heritage industries as a career choice

43%- Support professional pathways for creative and heritage industries

35%- Support creative innovation as a driver for growth

30%- Promote international exchanges, learning & residencies

22%- Continuing Professional Development

19%- Collaborative e-marketing and online sales training

The seven priority areas were also ranked according to importance. The scores resulted as follow:

- 4.99- Investment in our arts and heritage infrastructure
- 4.19- Engaging audiences
- 4.07- Advocate for the value of arts and heritage
- 4.02- Skills development, excellence and employment
- 3.76- Participatory approach to arts and heritage
- 3.72- Equity of geographic access to grow audiences and creative enterprises
- 3.25- Stronger together, integrating and collaborating with all

Conclusions from the survey

- Overall the seven priorities ranked very closely in terms of importance
- Investment in arts and heritage infrastructure was most important overall
- Although Together ranked seventh from a Council perspective it is important for service delivery and is directly linked to the Community Planning mechanisms
- The prioritisation enables greater insight for the development of the action plan
- Commentary also backs up the recognition of the good work already been done and the importance of the strategy and action plan in progressing the partnerships and delivery for the future success of arts and heritage in the Council area.

Appendix Three: Ards and North Down Borough Council Arts and Heritage Annual Events

Arts and Heritage Events	Purpose	Frequency	Average Attendance
Travelling exhibitions	Highlight local stories/histories across the Borough	2-4 exhibitions per year	Unknown as venues do not count visitors
Seasonal events- Easter and Halloween	A fun event for families to attend	2 per year	400-600 per event
One-off special commemoration events eg Battle of Jutland, Battle of the Somme, local VC winners	To highlight a local historical aspect of National Commemorations eg Launch of Jutland Gallery as part of the wider Council/National commemoration	Varies each year	200 at launch
Markets- Xmas and Summer	Highlight work of local crafts and bring in new audiences to the museum	2 per year	1,500 at each
Arts Night at the Museum	Bring families together in order to encourage creativity and a chance to try out different art techniques and nurture artistic appreciation.	2 per year	400-600 per event
Talks in the Museum	Community partnership with Bangor Historical Society.	8 per year	50-95 people per talk
Talks outside the Museum	To provide a historical resource for community groups	As requested	10-30 per talk
Music events in the Arts Centre	Offer accessible, value for money, quality arts activity on resident's doorstep. Increase footfall at Ards Arts Centre. Offer a platform for local artists to perform.	9 per annum	90 per event (810 total)
Music events outside the Arts Centre	Offer equality of opportunity. Cultural Tourism. Geographical spread. Offering a varied programme of music eg different genres. Utilising beautiful and or heritage spaces eg Portico, Kiltonga Hall, Bangor Castle and Bangor Abbey. Establish new audiences. Accessible, entertain and inspire with quality events.	8 per annum	1,670

Arts and Heritage Events	Purpose	Frequency	Average Attendance
Performances for schools	Offer access to school children to quality theatre performance, often addressing issues relevant to their Citizenship programmes	2 per annum	500
Artist Talks	Raising awareness of the artist/exhibition. Making visual arts/craft more accessible.	4 per annum	120
Other performances in the Arts Centre	Offer a value for money, accessible and varied programme eg small scale theatre and or storytelling where appropriate	4 per annum	320
Other performances outside the Arts Centre	Equity of opportunity, geographical spread of events. Arts Centre not fit for purpose for Theatre. Partnership working with other venues	10 per annum	2,100
Crafts markets (CP & Museum)	Profile raising for local artists/Promotion of CP brand/Cultural Tourism/Sale of local products/USP for ANDBC	2 CP per annum	3,500 (CP Aug) 6,000 (CP Dec)
Arts Activity with Community Groups	Engage community groups in creative activity to promote health and wellbeing and community cohesion.	40 per annum	15 per session
Creative Peninsula	Promoting the USP of the high density of professional artists & craft people living and working in the Borough. Profile raising for ANDBC. Cultural Tourism. Increasing accessibility to art/crafts. Promotion of locally made product.	10-day festival of Open Studios/tours/exhibitions/workshops/Prof Dev & other events	24,000 includes the Craft Fayre August figure above
Ards International Guitar Festival	Bringing international acts to Newtownards. Raising profile of local artists. Promotion of Cultural tourism/Guitar Factory. Reputation building of Ards as a venue for quality live music.	5-day festival of gigs, tours, Clinics, exhibition and free fringe music	1,200
Aspects Festival	Celebrates writing in all its forms – showcasing local writers alongside acclaimed and well known writers. The Festival brings people into Bangor to experience quality writing related events which inspire and entertain – cultural tourism.	10 day festival annually each September	2,000

Arts and Heritage Events	Purpose	Frequency	Average Attendance
Puppet Festival	To engage family audience in creative activity through workshops and performance. Developing audiences.	3 day festival	1,800
ForM Sculpture Exhibition	Professional development for local and emerging artists to exhibit alongside established and experienced artists. Creating an opportunity for the general public to engage with visual arts in an accessible and unique way. Free workshops Creates an added and deeper experience to the Walled Garden. Cultural Tourism.	3 week outdoor exhibition	2,800 +
Fair Weather Fridays	To bring highly accessible street performance to the general public, to enhance Ards town centre atmosphere and to encourage visitors to the town.	Every Friday lunchtime in July and August	600

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