

<b>Culture, Arts &amp; Heritage Strategy 2016-21</b>	<b>10th May 2016</b>
<b>To: The Leisure and Development Committee For Decision</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Resilient, Healthy & Engaged Communities
<b>Outcome</b>	Council will work to develop and promote stable and cohesive communities across the Borough
<b>Lead Officer</b>	Julie Welsh - Head of Community & Culture Margaret Edgar –Cultural Services Manager
<b>Cost:</b> (If applicable)	TBC – 16/17 budget

**The purpose of this report is to seek approval from Members for the adoption of the Culture, Arts & Heritage Strategy 2016-21 and Action Plan 2016-19 (Annex A).**

## **Background**

In August 2015, Council commissioned Shona McCarthy Consulting to support Council in developing a 5 year Integrated Culture, Arts & Heritage Strategy to cover the period 2016 – 2021, and 3 year Action Plan 2016-19.

As there had previously been different levels of arts, culture and heritage service provision in the legacy councils, the process included the consideration of innovative ways to deliver services that would maximise efficiencies and ensure equality of access across the new council area. The result, in terms of the proposed strategy, builds on the infrastructure put in place by the legacy councils and their arts and heritage teams, creating the ‘building blocks’ necessary to fully develop an integrated Cultural Service for the Borough.

## **Objectives**

The overall objectives of the brief focused on developing an innovative and integrated Cultural Services Strategy for the new Council that would:

- Ensure both rate payers and visitors can avail of, and contribute to a wide range of high quality, inclusive, affordable and accessible cultural services including arts, museums and heritage.
- Maximize the available resources and potential of the current arts, museums and heritage service within this unique council area.
- Maximize opportunities to deliver on wider strategy and policy, while informing the new Community Plan for the Causeway Coast and Glens Borough Council area.

## **Consultation**

The strategy is generated from a comprehensive and inclusive consultation process which took place between August and December 2015. It included a situational review and analysis of both local and wider policy contexts. There was wide-ranging consultation with regional stakeholder agencies, local organisations and bodies with culture, arts or heritage remits and

consultation with the public via open public forum in four locations across the borough. Almost 200 people participated in these workshops with a further 174 responses to questionnaires sent to four different representative parts of the community. There were also workshops for Councillors and staff across all Council services and individual interviews with key stakeholders. A further public workshop took place to test the arising themes and recommendations.

## **Key Themes, Strategic Aims and Outcomes**

The five key themes and strategic aims proposed through the strategy are as follows:

### **Theme 1: Enhancing our cultural venues & assets**

**Strategic Aim** - *To use our landscape and our cultural assets and activities to enable opportunities for both local people and visitors to participate in the culture, arts and heritage of the area.*

### **Theme 2: Investing in creative learning & skills development**

**Strategic Aim** - *To support the creative development of our young people and our creative practitioners through training, skills development and providing opportunities to showcase work.*

### **Theme 3: History, heritage and cultural tourism**

**Strategic Aim** - *To promote a sense of pride, identity and deeper understanding of our area by bringing together the many stories, histories, identities and languages.*

### **Theme 4: Participation, inclusion and equality**

**Strategic Aim** - *To ensure increased access to and participation in culture, arts and heritage to marginalised and excluded groups (including section 75 groups).*

### **Theme 5: Communication and advocacy**

**Strategic Aims-** *To engage effectively with a wide range of stakeholders to both increase participation in cultural activity and to strengthen the cultural infrastructure within the area.  
To raise greater awareness of culture, arts and heritage within the Causeway Coast and Glens area.*

Specific outcomes and key performance indicators are included in the body of the strategy.

High level/key outcomes include:

1. Our cultural life will reflect our reputation as an area of natural beauty.
2. Increased access to, and participation in cultural activities and events.
3. Increased and appropriate partnerships will be in place.
4. Cultural assets maximised by working in partnership with increased levels of collaboration and sustainability.
5. Culture, Arts and Heritage is a social and economic driver for the area and is recognised as such.
6. Strengthened cultural infrastructure.
7. Causeway Coast and Glens will be seen as a culturally vibrant area.

## **Recommendation**

It is recommended that Council approve the Culture, Arts and Heritage Strategy 2016-21 and associated Action Plan 2016-19 to facilitate service delivery across the Council area.



# OPEN DOORS TO CULTURE

CAUSEWAY COAST & GLENS BOROUGH COUNCIL  
CULTURE, ARTS AND HERITAGE STRATEGY 2016 – 2021



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# Executive Summary

**C**ulture, Arts and Heritage is what we do that differentiates us as human beings. It's what gives us our sense of who we are and what we value and our co-ordinates in a bigger world.

Causeway Coast and Glens Borough Council recognises the enormous cultural, artistic and heritage assets within its geographical area. In August 2015 it commissioned Shona McCarthy Consulting to facilitate the process of developing a 5 year Integrated Culture, Arts & Heritage Strategy to cover the period 2016 – 2021 and 3 year Action Plan 2016-19.

This strategy represents an opportunity to recognise, invest in and grow the cultural capital of the Causeway Coast and Glens for the good of its citizens and those who visit. We have arts centres and museums; festivals and artists; dancers and literature; heritage, artefacts and stories; creative projects and people; talent and traditions; language and artistic and historic riches; writers and story-tellers; myths and legends. We need to further develop and promote their enormous value.

The new Council area has a population of over 140,000 people and comprises the four legacy Council areas of Ballymoney, Coleraine, Limavady and Moyle. The starting point of human settlement in Ireland is in the Causeway Coast and Glens at

Mountsandel. Portstewart boasts Northern Ireland's first Arts Centre, Flowerfield, and Limavady is home to one of the newest centres, the Roe Valley Arts and Cultural Centre. We have five well established museums which attract widespread support from the local community as well as international visitors. The Riverside Theatre, the first regional theatre in Northern Ireland is located in the borough as is Big Telly Theatre Company, the only professional regional theatre company in Northern Ireland outside of Belfast. Ireland's oldest Fair (The Auld Lammas Fair) is held annually in Ballycastle, and Ballymoney hosts the longest running drama festival in Ireland. There are a wide range of excellent community led festivals including the Danny Boy Jazz and Blues Festival, the Heart of the Glens Festival and Stendhal Festival of Art. The area stages prestigious sporting events including the North West 200 Motorcycle Race, the Northern Ireland International Airshow and the NI Milk Cup, which is the most prestigious youth football tournament worldwide.

The area has pristine Blue Flag beaches, championship golf courses and views of Donegal to the north-west and Scotland to the north-east. The dramatic coastline is considered one of the most scenic in Europe stretching from Lough Foyle to the Glens of Antrim and Rathlin Island in the north, and south as far as the Sperrin Mountains. The National

Trust cares for a number of world famous tourist attractions in the area including the Giant's Causeway, Northern Ireland's only World Heritage Site.

The Ulster University campus at Coleraine hosts the University's humanities and languages, film and journalism, travel and tourism. The School for Media, Film and Journalism has an unrivalled reputation for innovation in new technologies and processes. This resource, coupled with the location of the Project Kelvin hub in the North Coast region, is a key asset for the Digital North Coast initiative and provides a resource for innovation, skills development, student placements and profiling the region as a centre of creative media excellence.

The borough is also home to two Further Education Colleges – the North West Regional College in Limavady and the Northern Regional College which has a campus in both Ballymoney and Coleraine. The Limavady college has a reputation for excellence in visual arts, whilst Ballymoney is equally strong in dramatic and performing arts and music.

The world famous Irish Open tournament was held in the Royal Portrush Golf Course back in 2012. An even bigger event, the British Open, will now be hosted in the town in 2019, giving us the opportunity to open the doors to our cultural riches

in an unprecedented way.

Across the Council area we have unique and distinctive identities in each village, town and townland, but we are also connected by the stones beneath our feet and by many interconnecting stories and identities. Through this strategy we celebrate our regional variations and the unique aspects of each of our component parts, whilst seeking ways to create greater connection, understanding and benefit for the whole region.

## WHERE WE ARE NOW

In recognition of the stringent economic environment, as well as the different levels of arts, culture and heritage service provision available within its geographic area, the Council sees the imperative to innovate and bring new ways of working that will have the dual impact of making best possible use of resources whilst ensuring equality of access.

The strategy and action plan creates a clear road map for culture that is authentic to the unique nature of the Council area, that is real and deliverable and that maximizes the area's opportunity to deliver on wider local, regional and national strategies, not only cultural but social and economic. Its primary objective is to ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive

and affordable cultural services, including arts, museums and heritage.

It is generated from a wide-ranging and inclusive consultation process that takes in the views, ideas and aspirations of stakeholders from community, cultural and related sectors. It also recognises the wider policy environment, the full range of cultural assets, existing and possible partnerships, and specific stakeholder agencies.

The desired outcomes for the strategy as identified by Causeway Coast and Glens Borough Council are as follows:

- Strengthening of the culture, arts and heritage infrastructure across the Causeway Coast and Glens Borough Council area
- Promotion of the cultural profile of the Causeway Coast and Glens Borough Council area on a local, regional, national and international scale
- Identification of key strategic themes
- Stronger partnership working to deliver on agreed objectives
- Increased participation in culture, arts and heritage activity
- Increased footfall to culture, arts and heritage facilities
- Acknowledgement, understanding and active promotion of the wider contribution and benefits of culture, arts and heritage towards:



- o Promoting equality and tackling social exclusion
- o Promoting good relations, developing social capital and encouraging community development
- o Improving the health and well-being of the local community
- o Contributing positively to economic regeneration and the tourism product
- o Skills development, education and life-long learning
- o Promoting citizenship and civic pride
- o Maximising the unique selling points of the Causeway Coast and Glens Borough Council area

This work builds on the strong foundations set in place by the former legacy councils and their arts and heritage teams. It brings together the potential of our cultural activities and assets across the borough. Our new vision sets out a framework for cultural activity and development that will connect, galvanise, create shared goals and will be borough-wide.

#### MISSION, THEMES & STRATEGIC AIMS

This is a time of great change across public administration in Northern Ireland, but it is also a time of real possibility and excitement for the Causeway Coast and Glens. The economic climate is challenging but we have the leadership and the

opportunities to promote our cultural credentials as part of the long-term identity and appeal of this area. Our mission statement and the five overarching themes set out the vision for the Culture, Arts and Heritage Strategy and Action Plan.

These themes were derived from the consultation process as well as research into the needs of the area and fit with the wider strategic context.

#### MISSION

**Develop Culture, Arts and Heritage to deliver health, wealth and happiness.**

This mission will deliver on the Council's corporate vision which is to *"maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations"*.

#### FIVE CORE THEMES

1. Enhancing our cultural venues & assets
2. Investing in creative learning & skills development
3. History, heritage and cultural tourism
4. Participation, inclusion and equality
5. Communication and advocacy

#### Theme 1: Enhancing our cultural venues & assets

**Strategic Aim:** We will use our landscape and our cultural assets and activities to enable opportunities for both local people and visitors to participate in the culture, arts and heritage of the area.

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**Strategic Aim:** We will ensure increased access to and participation in culture, arts and heritage to marginalised and excluded groups (including section 75 groups).

#### Theme 5: Communication and advocacy

**Strategic Aim:** We will engage effectively with a wide range of stakeholders to both increase participation in cultural activity and to strengthen the cultural infrastructure within the area. We will raise greater awareness of culture, arts and heritage within the Causeway Coast and Glens area.

#### HIGH LEVEL OUTCOMES

1. Our cultural life will reflect our world-class reputation as an area of natural beauty
2. Increased access to and participation in cultural activities and events
3. Increased and appropriate partnerships will be in place
4. Cultural assets maximised by working in partnership with increased levels of collaboration and sustainability
5. Culture, Arts and Heritage is a social and economic driver for the area and is recognised as such
6. Strengthened cultural infrastructure
7. Causeway Coast and Glens will be seen as a culturally vibrant area



# Introduction

**T**here is a rich and diverse seam of cultural activity, public art, festivals and events, history and heritage across the Causeway Coast and Glens. This document is a first in many ways. It integrates Culture, Arts and Heritage. It represents the whole of the new Borough Council area. It attempts to map the cultural wealth of the area and it recommends a way forward based on the recommendations from people across this stunning region.

This strategy represents an opportunity to recognise, invest in and grow the cultural capital of the Causeway Coast and Glens for the good of its citizens and those who visit. We have arts centres and museums; festivals and artists; dancers and literature; heritage, artefacts and stories; creative projects and people; talent and traditions; language and artistic and historic riches; writers and story-tellers; myths and legends. We need to further develop and promote their enormous value.

The new Council area has a population of over 140,000 people and comprises the four legacy council areas of Ballymoney, Coleraine, Limavady and Moyle. The starting point of human settlement in Ireland is in the Causeway Coast and Glens at Mountsandel. Portstewart boasts Northern Ireland's first Arts Centre,

Flowerfield, and Limavady is home to one of the newest centres, the Roe Valley Arts and Cultural Centre. We have five well established museums which attract widespread support from the local community as well as international visitors. The Riverside Theatre, the first regional theatre in Northern Ireland is located in the borough as is Big Telly Theatre Company, the only professional regional theatre company in Northern Ireland outside of Belfast. Ireland's oldest Fair (The Auld Lammas Fair) is held annually in Ballycastle, and Ballymoney hosts the longest running drama festival in Ireland. There are a wide range of excellent community led festivals including the Danny Boy Jazz and Blues Festival, the Heart of the Glens Festival and Stendhal Festival of Art. The area stages prestigious sporting events including the North West 200 Motorcycle Race, the Northern Ireland International Airshow and the NI Milk Cup, which is the most prestigious youth football tournament worldwide.

The area has pristine Blue Flag beaches, championship golf courses and views of Donegal to the north-west and Scotland to the north-east. The dramatic coastline is considered one of the most scenic in Europe stretching from Lough Foyle to the Glens of Antrim and Rathlin Island in the north, and south as far as the Sperrin Mountains. The National Trust cares for a number of world

famous tourist attractions in the area including the Giant's Causeway, Northern Ireland's only World Heritage Site.

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Limavady and the Northern Regional College which has a campus in both Ballymoney and Coleraine. The Limavady college has a reputation for excellence in visual arts, whilst Ballymoney is equally strong in dramatic and performing arts and music.

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and the unique aspects of each of our component parts, whilst seeking ways to create greater connection, understanding and benefit for the whole region.

This work builds on the strong foundations set in place by the former legacy councils and their arts and heritage teams. It brings together the potential of our cultural activities and assets across the borough.

Our new vision sets out a framework for cultural activity and development that will connect, galvanise, create shared goals and will be borough-wide.

Causeway Coast and Glens Borough Council would like to thank Shona McCarthy Consulting for facilitating the development of the strategy and those who contributed their time to participate in the process.



# Culture, arts & heritage matter



**C**ulture, Arts and Heritage is what we do that differentiates us as human beings. It's what gives us our sense of who we are and what we value and our coordinates in a bigger world. This point is reinforced in the current development of a cultural strategy for Northern Ireland:

*"It would be hard to imagine a society without the influence of the arts. We would have no collective memory in our museums, no literature and learning opportunities in our libraries, no music or festivals in our communities, no performances in our theatres. In short, we would have no story to tell at home and abroad and a distinct lack of identity. Arts and culture is the cornerstone of any fulfilled society."*

Many countries, cities, regions across the world are trying to reinvent themselves and they look to culture as a driver for change where traditional industries have declined, economies need re-booted, or big cities are in search of heart and soul. From Detroit to Amman, Boston, Hong Kong, Jakarta, Portland or the many European Capitals of Culture, culture is a vital and vibrant business. The UK and Ireland will host two UK cities of culture and two European capitals of culture within the next 6 years.

It is now well documented across the globe, where visionary investments in culture, arts and heritage have

been made, economic development has followed, bringing investment and jobs. With that also come new skills and abilities, which increase confidence and self-esteem, improve literacy and enhance an individual's quality of life.

*"There is still a way to go for places to believe that culture can actually drive the economic viability of a city. Liverpool kind of got there, Manchester has got there, Brighton's there."*

Claire McColgan (CEO, Culture Liverpool and programmer Liverpool Capital of Culture 08)

*"The Creative Industries are among the most dynamic sectors in world trade".*

A year in the writing, the Warwick commission report, published in 2015, examines all aspects of the creative arts sector: from film, theatre and dance to video games, pop music and fashion. It estimates the sector represents 5% of the British economy valued at £76.9bn.

The amount of money given to the arts – 0.3% of the total public spend – is "infinitesimal" compared with what they generate, the report says. Further spending cuts to the arts "will undermine the ecosystem, creating a downward spiral in which fewer risks are taken, resulting in less talent development, declining returns and therefore further cuts in investment."

The report has been widely welcomed. Sir Peter Bazalgette, the chairman of Arts Council England, said: "Two critical themes leap out of this welcome report – the importance of improving access to the arts, and that culture and the creative industries are one entity". The report's proposals contain much welcome new thinking. It identifies five goals to ensure that the Cultural and Creative Industries can fully enrich an area:

- Investing in a cultural and creative ecosystem to generate stronger cultural wellbeing and economic growth and opportunity for all.
- Using the full diversity and range of talent in our society to enrich the ecosystem.
- Fully harnessing the importance of creativity in education and skills development.
- Developing a thriving digital cultural sphere that is open to all.
- Prioritising the role of culture and creativity in generating a sense of identity, place and community at local and regional levels across the UK.

Arts-led, academically informed and publicly engaged, the Warwick Commission on Cultural Value is in itself an excellent model of collaboration. Bringing its findings back to the region has opened up

a series of challenges for all of us – researchers, artists and citizens – including building solidarity and connectivity across the cultural and creative ecosystem, breaking down barriers to access and diversity in the arts and in education, and finding a more equitable spread of provision of both artistic and educational opportunities. Finding solutions to these challenges was never going to be easy, but by working together to build collaborative projects we can begin building a more open, democratic and diverse culture.

Committing to an ambitious cultural plan is not for the faint-hearted, but requires an absolute belief in the regenerative power of culture and that there will be significant return on all investment.

Glasgow, since its City of Culture 1990, now attracts 3.2 million tourists each year generating around £700million annually for the local area economy.

Liverpool 2008 – 9.7million visits to Liverpool were motivated by the European Capital of Culture. This generated an additional economic impact of £753.8million.

The Creative Industries are worth £8million an hour to the UK Economy.

*"We do not know how long the economic crisis will last and how deep it will become. But when it is over, those who will have invested in creativity and innovation will find themselves ahead of the pack".*

Ján Figel, EU Commissioner for Education, Training, Culture and Multilingualism.

Heritage is the mainstay of the tourism economy. In 2010 an estimated 2.9 million overseas visitors engaged in cultural activities while in Ireland, which includes 2.7million visits to historical attractions, museums and galleries. Four in ten leisure visitors cited heritage as the primary motivation for their trip to the UK – more than any other single factor – and the heritage-tourism sector is worth £12.4billion a year.

In relating all of this to the current opportunity in the Causeway Coast and Glens, it is clear that if we fail to appreciate that investment in culture arts and heritage will be our game changer, then we will miss important opportunities.





# Strategic Content

**The cultural vision for Causeway Coast and Glens has been developed in line with global, national, regional and local strategies encompassing culture, arts and heritage. It recognises the importance of the Creative Cultural Industries as a huge growth sector in the economies of Ireland, the UK and Europe and their importance to the future health and wealth of the Causeway Coast and Glens.**

In recent years Northern Ireland has undertaken to host and deliver ambitious large scale, cultural programmes that have required risk-taking and the need to be innovative in approach. The UK City of Culture; the World Police and Fire Games; The Cultural Olympiad; The Irish Open; Giro D'Italia. These events have brought positive global media coverage; tourism; economic impact; attractiveness; a changed perception of Northern Ireland to the outside world and local pride; social impact through participation, volunteerism, confidence and capacity building.

We have seen through these initiatives how culture can be a driver for positive regeneration and new ways of delivering social and economic impact. Now is the time to build on this learning and experience and to ensure that cultural participation and inclusion is part of the daily well-being of both local people and visitors to Northern Ireland. The big projects are powerful catalysts for change and focus, but in order for their benefits to be sustained and have lasting impact, it is essential

that we take the learning from these experiences and develop sustained programming and investment.

## NORTHERN IRELAND EXECUTIVE

Culture, Arts and Heritage are the Creative Industries and deliver enormous social and economic impact for a region. The seminal Warwick Commission report affirms that there is no differentiation between Creative Industries and Culture. The documentation towards a new cultural strategy for Northern Ireland also directly links investment in arts and heritage to economic and social benefit for the region.

A new Programme for Government will be written at the beginning of 2016, and the new government departments will take shape and prepare their policies for Northern Ireland going forward by late 2016. Causeway Coast & Glens will be able to feed into this wider policy development, having already completed the process of developing its own cultural strategy and action plan.

## DEPARTMENT OF CULTURE ARTS & LEISURE

The Minister for Culture in Northern Ireland has just released a consultation paper on a 10 year Cultural Strategy for Northern Ireland. The Minister wants to see the potential of our "unique cultural capital maximized fully to benefit the social and economic wellbeing of all citizens." The Minister further acknowledges, "we already know culture and arts provide a platform as an economic driver, creating job

opportunities, supporting tourism and promoting Northern Ireland on the international stage, as well as bringing communities together, the successes were never more evident than during the City of Culture celebrations."

*"Arts and culture have important contributions to make to the achievement of a number of pillars in the current Programme for Government: Growing a Sustainable Economy and Investing in the Future: Creating Opportunities and Tackling Disadvantage and Improving Health and Wellbeing: Building a Strong and Shared Community. The Strategy will also fit with key Executive overarching commitments under Delivering Social Change (DSC) and Together: Building a United Community (TBUC) as well as the UN Convention on the Protection and Promotion of the Diversity of Cultural Expression".*

## TOURISM NI

Tourism NI reports that museums, art galleries, and visitor/heritage centres are the key tourist attractions for visitors within and from outside NI. The Causeway Coast and Glens area attracts the biggest number of tourists outside of Belfast and provides the ideal platform for the development of our Culture, Arts and Heritage offer.

The Causeway Coast and Glens Tourism and Destination Management Strategy 2015-2020 states that as expectations and demand for high quality visitor experiences increase, along with greater competition from existing

and new destinations (both regionally and globally), the need for a co-ordinated and robust approach to visitor destination management is vital.

## ARTS COUNCIL OF NORTHERN IRELAND

The Arts Council of Northern Ireland's vision is to 'place the arts at the heart of our social, economic and creative life'. It believes that art has the ability to reach across boundaries, inspiring, teaching and bringing people together and wants to ensure that everyone, including the most marginalised and disadvantaged groups in society, can share in the inspiring, uplifting and transformative experiences that are made possible through public funding of the arts.

ACNI's strategy 2013-18, Ambitions for the Arts sets out a clear statement of priorities under three strategic themes that reflect the changed context and the need for strong public engagement. These are:

1. Champion the Arts
2. Promote Access
3. Build a Sustainable Sector

The Arts Council plan to do this through funding the arts, building partnerships, supporting skills development, and encouraging voluntary activities.

## NORTHERN IRELAND MUSEUMS' POLICY

The Northern Ireland Museums Policy states that "museums have a primary role as the custodians

and conservers of our heritage; they protect the fundamentals of our history in perpetuity and this is tremendously important. However the broader value and social and economic impact of museums is increasingly being recognized. The policy goes on to say:

*Museums are institutions of learning distinguished by their capacity to communicate knowledge and connect people with their histories through engagement with authentic artefacts. Museums can provide creative environments and deliver innovative initiatives that enhance education and life-long learning. As stimulating visitor attractions they are key components of NI's tourism offering and can also inspire the creative industries and catalyse wider economic development. Museums can also contribute to our understanding of who we are and where we came from. They are the touchstones and the gateway to the root of our cultures and identities. They can help us to see the complexities and contradictions of our history; they can assist with our understanding of the great events that have shaped our world and also help to dispel myths and misunderstandings".*

The policy sets out four key strategic priorities as follows:

1. Developing Audiences
2. Education and Learning
3. Collections Development Care, Management and Use
4. Infrastructure, Investment and Resources



# The Causeway Coast and Glens Context

## Where we are now

**T**he new Causeway Coast and Glens Borough Council recognises the enormous cultural, artistic and heritage assets within its geographical area. It commissioned this 5 year Integrated Culture, Arts and Heritage Strategy to cover the period 2016 – 2021 and a 3 year Action Plan to cover the period 2016-19.

In recognition of the stringent economic environment, as well as the different levels of arts, culture and heritage service provision available within its geographic area, the Council sees the imperative to innovate and bring new ways of working that will have the dual impact of making best possible use of resources whilst ensuring equality of access.

The strategy and action plan creates a clear road map for culture including arts, museums and heritage that is authentic to the unique nature of the Council area, that is real and deliverable and that maximizes the area's opportunity to deliver on wider local, regional and national strategies, not only cultural but social and economic. The primary objective of the cultural strategy and action plan is to ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage.

The strategy and action plan is generated from a wide-ranging and inclusive consultation process that takes in the views, ideas and aspirations of stakeholders from

community, cultural and related sectors.

It takes cognisance of the wider policy environment, the full range of cultural assets, existing and possible partnerships, and specific stakeholder agencies.

The desired outcomes for the strategy as identified by Causeway Coast and Glens Borough Council are as follows:

- Strengthening of the culture, arts and heritage infrastructure across the Causeway Coast and Glens Borough Council area
- Promotion of the cultural profile of the Causeway Coast and Glens Borough Council area on a local, regional, national and international scale
- Identification of key strategic themes
- Stronger partnership working to deliver on agreed objectives
- Increased participation in culture, arts and heritage activity
- Increased footfall to culture, arts and heritage facilities
- Acknowledgement, understanding and active promotion of the wider contribution and benefits of culture, arts and heritage towards:
  - o Promoting equality and tackling social exclusion
  - o Promoting good relations, developing social capital and encouraging community development
  - o Improving the health and wellbeing of the local community
  - o Contributing positively to economic regeneration and

- the tourism product
- o Skills development, education and life-long learning
- o Promoting citizenship and civic pride
- o Maximising the unique selling point of the Causeway Coast and Glens Borough Council area

### THE CHALLENGES

In summary, the two biggest challenges are, firstly, the ongoing outworkings of the review of public administration and secondly, the reduction in funding across the board and its particular impact on the cultural sector. There will be ongoing change at an administrative and structural level with the proposal to reduce government departments from 12 to 9, with Culture, Arts and Leisure being absorbed into a new Department of Communities. It is likely that we will continue to see austerity cuts for another 5 years.

Historically, NI has suffered from significantly lower public spending on the arts than other areas, and, even after recent cuts in the UK and Ireland, the per capita arts spend

here is still considerably lower.

The Programme for Government is the document that determines overarching policy and spending priorities for Northern Ireland. The new PFG will be written in early 2016 ratified by April 2016 and implemented over 5 years.

A commitment to the cross-sector impact of the arts on health, wellbeing, social inclusion and education, needs to be written into the programme for government.

*“Northern Ireland is not alone within the UK in slashing its arts budget, but the figures in its case are staggering. It cannot be denied that the unique politics of power sharing in Stormont and the difficulties in reaching any sort of agreement on budgeting, particularly implementing UK government welfare reforms, have left Northern Irish arts and culture in a precarious financial position.”*

*Victoria Durrer, lecturer in Arts Management and Cultural Policy at Queen's University Belfast*

There are undoubtedly further

challenges. In an urban-centric world can we make a coherent case for more de-centralised governmental support in our rural area? Can we create a new language to communicate the value of our Culture, Arts and Heritage that is about cultural vibrancy, creative industry, confidence, pride, success, and social as well as economic returns?

The immediate challenge is to the Council itself to employ new approaches to funding and resourcing at a cross-departmental level that puts a practical reality into the potential of this strategy.

There is now a wider recognition that the Council is not the sole provider, and that it can achieve far more by acting as a catalyst to encourage the commercial and the voluntary/not-for-profit sectors to grow and to become major partners with the Council. The Council's role in this strategy will be as an enabling agent, facilitating the partnerships and networks to ensure effective delivery.





# Methodology

**T**he work was carried out using a six-stage methodology. The approach was to deliver a transparent, engaging and inclusive process resulting in the production of a cultural strategy and action

plan that is authentic to the area, is ambitious but rooted, has a strong sense of local ownership, is inclusive, partnership-based and realizable.

## Stage 1: Project Initiation, Planning and Ongoing Monitoring with CCG BC

### Stage 1 Outputs

Situational review and analysis of current policies, context, services, resources, core values within Causeway Coast and Glens Borough Council service delivery.

## Stage 2: Desk research, policy contexts, best practice, existing and potential partnerships

### Stage 2 Outputs

Wider situational review and analysis of local, regional and national policies and best practice models.

Cultural assets mapping.

## Stage 3: Stakeholder and Community Consultation and Engagement

### There were four public consultations in:

Ballycastle 9 September, Coleraine 15 September, Limavady 15 September, Ballymoney 17 September

Questionnaires: Questionnaires created through Google forms issued to:

- a) Arts/Cultural event managers; b) Community groups and organisations;
- c) All CCG Staff; d) Individual artists, craft-makers, creatives.

A public workshop to test the Strategy themes and recommendations 16 November 2015

There were focus group sessions with elected-members of Council, Heads of Service across Council departments, cross departmental staff, Cultural Services staff. There were meetings with a wide range of stakeholders across the Borough and agencies across Northern Ireland.

### Stage 3 Outputs

Comprehensive consultation with the sector, stakeholders and local citizens.

On-line questionnaire responses.



## Stage 4: Drafting the Strategy and the Action Plan

### Stage 4 Outputs

Integrated Cultural Strategy 2016-21 full draft.

Action Plan 2016-19 full draft.

## Stage 5: Testing the draft documents through further consultation

### Further consultation

A public workshop bringing together all of those who participated in the consultation to date to consider the emerging themes.

### Stage 5 Outputs

Cross-sectoral feedback and recommendations for refinement of the draft documents.

## Stage 6: Production and submission of final drafts of Integrated Strategy and Action Plan incorporating results of ongoing consultative and monitoring process.

### Stage 6 Outputs

A 5-year Integrated Cultural Strategy for the Causeway Coast and Glens Borough Council area 2016-21

A 3-year Action Plan to deliver on the strategy 2016-19

## A close-up photograph of a child's hand, wearing a dark blue long-sleeved shirt. The thumb is wrapped in white medical tape. The child is holding a paintbrush and is in the process of painting a colorful landscape on a piece of paper. The background is blurred, showing other people and a blue wall. The entire image is framed by a decorative border with a green top and blue bottom, featuring a camouflage-like pattern.



Giant's Causeway	Roe Valley Hospital	Exhibitions
Carrick-a-rede Rope Bridge	Ballintoy	Game of Thrones Trail
Mountsandel	Artists resident in borough	Air Show
Portrush Nature Reserve	Creative Writing Groups	Old Lammas Fair
Dooley's Cairn	River Bann	Ulster Scots Heritage
Rathlin Island	Libraries NI	Ulster Scots centre
Roe Valley Country Park	Riverside Theatre	Causeway Speciality Market
Lissanduff Fort	Dark Hedges	Hervey Legacy
Carnamore	Ballymoney Drama Festival	CS Lewis
Portballintrae Harbour	County & Ulster Fleadhs	WF Marshall
Mussenden Temple & Downhill	Castlerock	Railway Heritage
Ruins	Kingdom of Dalriada Festival	12th July Celebrations
Banagher Glen	Red Sails Festival	Black Saturday
Fairhead & Murlough Bay	The Glens	Armoy Horse Show
Bronze Age Corrstown	Salmon & Whiskey Festival	Irish Traditional music
Benone Beach	Ossian's Grave	Marching Bands
Binevenagh Mountain	Museums	Orange Culture
Curfew Tower Cushendall	Rathlin Sound Maritime Festival	Irish language
Public art	Hezlett House	Genealogical Resource
Portrush Regeneration Society	Music events	Traditional storytelling
Red Squirrel conservation	Pirates off Portrush Festival	Folklore
Bonamargy	Dunluce Castle	Traditional crafts
Big Telly Theatre Company	Portrush Raft Race	Blue Plaques
Shackleton Barracks	Heart of the Glens Festival	History publications
Garvagh Museum	Limavady Jazz & Blues Festival	Coleraine Historical Society
Coastline Waterfoot to Limavady	U3A Programme	Bronze Age Axe Factory
Seaside Village Tradition	Ballycastle Ploughing Match	Dunlop Gardens
Portrush Cinema	Apprentice Boys Parade	Bushmills Distillery
Flowerfield Arts Centre	Fuse FM	Derry & Antrim Fiddlers Association
Roe Valley Arts & Cultural Centre	Ballycastle Food & Craft Market	GAA
Galleries	Big Arts Weekend Cushendun	Portrush Heritage Group
Downhill Castle & Demesne	Big Sunday Event	Clough Williams Ellis Architecture
Dungiven Priory	Ex service events - remembrance	Cushendun
Stendhal Festival	North West 200	Warmth of the people
Portrush Town Hall	Milk Cup	





This public response should directly contribute to the consultation on DCAL's new cultural strategy in development for Northern Ireland which acknowledges the impact that cultural participation has on education, the economy, social cohesion and well-being:

*"The theme Well-Being is about acknowledging fully the potential of arts and culture to improve people's lives. It is about recognizing their value in terms of people's health, education, confidence, learning and skills. It is about making sure wellbeing is central to and encompassed in policy making and funding decisions".*



The key findings from the consultation process were as follows: Culture, arts and heritage organisations

- Over 80% of respondents either strongly or very strongly agreed that engaging with culture, arts and heritage directly and positively contributes to:
  - o Pride in place
  - o Education and learning attainment
  - o Improved health and well-being
  - o Personal development
  - o Economic potential
  - o Enhanced tourism
  - o Greater social inclusion
  - o Better community relations/ shared identity
- 86% of organisations consulted identify the local community as their main audience. 37.9% draw audiences from across NI and 20.7% attract international tourists.
- Whilst there are a small number of charities, most are working as constituted groups and mostly operating on a volunteer base. Only 3.6% respondents were social enterprises.
- In line with their focus on creating benefit to the local community, the programming policy of the vast majority of respondents places greatest emphasis on participation and education with performance, exhibition and production as secondary outputs.
- Barriers to achieving long-term goals and ambitions were identified as follows:
  - o availability of financial assistance
  - o availability of spaces and facilities or the cost barrier to availing of existing facilities
  - o access to human resources and volunteers
  - o geographic location as being an additional barrier for our rural communities as it means we are removed from the kind of support networks
  - o access to new technologies equipment and training that tends to be concentrated in urban areas.
- Training needs were identified with prioritisation in the following order:
  - o New technologies and digital media
  - o Recruiting and retaining volunteers
  - o Fundraising
  - o Marketing
  - o Strategic planning
  - o Human resources
  - o Financial management



## HERITAGE

- There was an impressive response to the public consultation process from people passionate and vocal about the rich and underexploited heritage of the Causeway Coast and Glens area.
- From Greysteel and Dungiven to Portrush, Waterfoot, Ballymoney and Dervock there was a shared belief that across the borough there are deeper and fascinating stories to be told for both local and visitor benefit.
- Whilst people are proud of the world heritage site in the Causeway and tourism highlights such as the Rope Bridge, Dunluce and Mussendun, there was a sense that not enough has been done to tell the wider stories of the whole area.
- Good museums can promote tourism in Northern Ireland, particularly through inspiring people to discover and share our stories with visitors. In 2009, museums and art galleries attracted 10% of all visitors to tourist attractions in Northern Ireland. 28% of these visitors were from 'out-of-state'. Museums in Northern Ireland welcome in excess of 1.5 million visitors each year and nearly 1,000 people work in our museums including many volunteers.
- The major players in heritage are statutory or government bodies with some smaller agencies very active on specific initiatives.
- Generally there is a lack of coherence and particularly there is no support network for

the many smaller social enterprises and voluntary initiatives driven by local historians, activists and passionate citizens. There was a clear desire for the Council to play an important role in connecting, enabling and providing a forum for greater cohesion and to help address challenges.

### There is a need to:

- Connect both local people and visitors to the narratives, places and stories of the area, cementing a sense of shared identity and promoting ownership and pride.
- Provide a personalized experience to heritage and storytelling that is authentic and bespoke
- Support the local volunteer efforts with a coherent structure and programme
- Maximise the use of digital technologies for archiving, sharing, promoting and capturing personal histories and social heritage.

## ARTS

- The arts respondents to the consultation welcomed the development of the cultural strategy.
- There is further room for recognition of the contribution the arts make to economic development, well-being and community relations.
- Sustained funding support for cultural programmes and events was identified as a priority as was access to council buildings

and facilities.

- Volunteering, communications and support with marketing were highlighted as areas in need of better resource.
- There was acknowledgement of the profession of artists and craft-makers and their need to be commissioned and supported to work in their own regions.
- There could be greater integration between the natural environment and landscape and cultural programmes
- There is a need to resource our cultural venues to enable imaginative programmes and developmental creative work.
- The potential for outreach and community work through the arts is immense.

## PUBLIC ART

- There was a wealth of wonderful public art and an impressive public art trail across the borough which has been created by some of the country's most respected artists.
- Another positive example of the creative responses that happen when artists are commissioned in innovative ways, is the original signage commissioned by Economic Development that greet residents and visitors at each of the Ballycastle Gateways. It is bespoke and tells people something of the local identity from the point of entry to the town.
- There is a need to continue to find ways, through partnerships and innovative approaches, to work with our artists to develop





public art and public art initiatives that are ambitious, high-quality, distinctive and inspiring to audiences.

#### CULTURAL TOURISM

- There is enormous potential to develop partnership initiatives both within and outside council to enable the growth of cultural tourism in the Causeway Coast and Glens area
- There is a desire to further develop cultural programmes around the borough's major sporting events. The British Open Golf Championship will take place in Portrush in 2019 and with 200,000 visitors anticipated, global media coverage is guaranteed. Models such as the London Olympics and Glasgow's Commonwealth Games experience were cited as relevant. In both instances the hosting cities created a wrap-around cultural programme, a huge volunteer effort, and ensured that the major event was matched with development of local capacity, engagement, tourism and social and economic benefit.
- Tourism is worth £110million per annum by overnight expenditure (excludes day visits) to the Council area and accounts for 4,751 related jobs, or over 12% of local employment illustrating the importance of tourism as a key economic activity and a major prosperity driver for the area.
- Key challenges include a high dependence on the domestic market and the fact that half the visits and value from tourism are experienced in the four summer months, highlighting the

issue of seasonality.

- The Causeway Coast and Glens area has the highest proportion of overnight holiday trips of all the LGDs.
- 47% of the available self-catering bed spaces in NI are in the Causeway Coast and Glens area (the largest proportion of any Local Government District by far)
- In the new Causeway Coast and Glens Council area there is increased need to develop arts and heritage programmes which address local identities, unique histories and shared histories.
- There is a need to understand disability access issues.

#### CREATIVE INDUSTRIES

- The Arts Council of Northern Ireland's annual report 2014-1015 reveals that the Creative Industries account for 5% of total employment in NI, employing 40,000 people and contributing £714million in GVA to the local economy (bigger than agriculture). Only 0.1% of the budget for NI is spent on culture arts and heritage.
- Cultural Tourism is the fastest growing sector within Tourism, bringing some 330,396 visitors to Northern Ireland and the Derry~Londonderry City of Culture alone returned £20 on every £1 invested by the tourist board.
- There is no successful creative industries cluster or successful tourism destination anywhere in the world that is not based on a vibrant cultural infrastructure, and investment in culture is a proven catalyst for economic and



social development.

- There is an opportunity to bring together council's work internally

across arts and culture, tourism, economic development, events, community development, and

good relations, and externally across arts, education, heritage, health and social development.





## Summary of the Strengths Weaknesses Opportunities and Threats facing the Causeway Coast and Glens Culture Arts and Heritage Service



### STRENGTHS

- 2 dedicated arts and cultural venues, Flowerfield Arts Centre and Roe Valley Arts and Cultural Centre
- 5 long established accredited museums with collections of national & international importance and significant archive resource
- Riverside Theatre, NI's first regional theatre, is located in the borough
- Big Telly Theatre Company, the only regional, professional theatre company in NI outside Belfast is located in Flowerfield Arts Centre
- Diverse programme of cultural events and activities across the borough both in dedicated venues and other spaces
- Community arts development
- Vibrant voluntary arts and heritage sector in the borough with strong volunteer ethos
- Strong tradition of working in partnership
- Wealth of creative talent in the borough
- Good links with schools, colleges and the Ulster University
- Good track record in sourcing additional funding
- Well established museum community engagement across the Borough

### WEAKNESSES

- Lack of dedicated cultural venues in the east of the borough
- Lack of dedicated museum facility in Coleraine
- Lack of storage space for growing collections will impact on development and care of collections
- Under-development of Unique Selling Points of museums and arts & cultural venues
- Staffing and financial resources are limited, impacting on programming and profile of service
- No dedicated marketing staff
- Rural nature of the borough makes participation and engagement challenging
- Limited audience development strategies and tools
- No dedicated arts and heritage grant scheme
- Communication systems internally and externally are disjointed
- Service isn't integrated/aligned yet
- Not maximising cultural potential of large scale events
- Small number of national and international cultural partnerships

### OPPORTUNITIES

- Review current service and develop integrated service with new identity/brand
- Develop the unique selling points of each of the museums and arts and cultural venues
- Make the museum collections more accessible
- Causeway Coast and Glens area is steeped in rich culture and history and attracts a large number of creative practitioners and visitors
- Raise awareness and recognition of the power of arts and heritage to deliver other objectives
- Alternative funding opportunities
- Deliver a wider programme of audience development and marketing
- Build new partnerships
- New grants policy to support voluntary cultural activity across the borough
- Work in collaboration across council services

### THREATS

- Perceived imbalance of provision across the service
- Reduced budgets for cultural provision at central and local level
- Sector is undervalued and there is a failure to recognise the potential of arts and heritage to deliver on other areas
- Limited resources available to deliver strong outreach and education programmes
- Limited resources available to maximise marketing and audience development
- Loss of support from community in transition period
- Missed opportunity to develop cultural programmes around major initiatives
- Failure to put in place partnership arrangements and pool resources to deliver the strategy
- Competition from neighbouring areas with greater resources





# Mission, Themes, Aims and Outcomes

**T**his is a time of great change across public administration in Northern Ireland, but it is also a time of real possibility and excitement for the Causeway Coast and Glens area. The economic climate is challenging but we have the leadership and the opportunities to promote our cultural credentials as part of the long-term identity and appeal of this area.

In this section we outline the mission statement and the five overarching themes which set out the vision of our Culture, Arts and Heritage Strategy and Action Plan. These themes were derived from the consultation process as well as research into the needs of the area and fit with the wider strategic context.

Mission: Develop Culture, Arts and Heritage to deliver health, wealth and happiness

This mission will deliver on the Council’s corporate vision which is to “*maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations*”.

Five Core Themes

1. Enhancing our cultural venues & assets

2. Investing in creative learning & skills development

3. Developing our history, heritage and cultural tourism

4. Participation, inclusion and equality

5. Communication and advocacy

Theme 1: Enhancing our cultural venues & assets

Strategic Aim: To use the landscape, cultural assets and activities to enable opportunities for both local people and visitors to participate in culture, arts and heritage of the area

Theme 2: Investing in creative learning & skills development

Strategic Aim: To support the creative development of our young people and creative practitioners through training, skills development and providing opportunities to showcase work.



Theme 3: History, heritage and cultural tourism

Strategic Aim: To promote a sense of pride, identity and deeper understanding of our area by bringing together the many stories, histories, identities and languages.

Theme 4: Participation, inclusion and equality

Strategic Aim: To ensure increased access to, and participation in, culture, arts and heritage for marginalised and excluded groups (including Section 75 groups).

Theme 5: Communication and advocacy

Strategic Aim: To engage effectively with a wide range of stakeholders to both increase participation in cultural activity and to strengthen the cultural infrastructure within the area. To raise greater awareness of culture, arts and heritage within the Causeway Coast and Glens area.

High Level Outcomes

1. Our cultural life will reflect our world class reputation as an area of natural beauty.

2. Increased access to and participation in cultural activities and events

3. Increased and appropriate partnerships will be in place

4. Cultural assets maximised by working in partnership with increased levels of collaboration and sustainability.

5. Culture, Arts and Heritage is a social and economic driver for the area and is recognised as such

6. Strengthened cultural infrastructure

7. Causeway Coast and Glens will be seen as a culturally vibrant area



# Our Guiding Principles

## OUR GUIDING PRINCIPLES

- Have vision and imagination
- Be a catalyst for positive development
- Celebrate our culture, arts and heritage as living, changing, dynamic, inclusive
- Recognize the possibilities of emotive innovation building on intangible assets such as nostalgia, welcome, friendliness, hospitality, tradition
- Drive positive social and economic development and regeneration
- Be citizen centred - transform, add meaning and value
- Integrate as a corporate objective of Council, a cross-departmental driver for health and well-being, tourism, economy, community development and good relations.
- Support practitioners - connecting, promoting, commissioning
- Support community - access, training, management and volunteering skills
- Respect our regional variations and celebrate the unique aspects of each of our component parts
- Create greater connection, understanding and benefit for our whole region
- Proactive in cultural participation
- Equitable - rural-proofed
- Generate social value as much as economic value
- Be authentic, experiential, personalized - support and enable the personal touch, local personality, communication, unique
- Develop a language for the value of culture, arts and heritage, of endorsement, advocacy and return on investments
- Inform and shape the community planning process
- Respect all communities, and communities of interest

## THE APPROACH TAKEN BY THOSE DEVELOPING THE PROJECTS WILL:

- Be partnership-based
- Be pro-active
- Be ideas-driven
- Be enabling
- Take a shared approach to resourcing
- Be capacity building
- Be deliverable
- Demonstrate effective management
- Be accountable
- Place a high value on "genuine partnership working"
- Be authentic to place and people





## Culture, Arts & Heritage Provision 2014-15

In 2014-15 Cultural Service provision across the four legacy councils can be summarised as follows:

- 158 cultural events including music, drama, dance, film, talks, tours, literary events took place both in our cultural venues and other performance spaces including outdoors
- 18,073 people attended these events
- 48,365 people visited 56 exhibitions in our cultural venues
- 4,776 people took part in 260 creative workshops or courses
- 3,985 people took part in 88 community projects
- Total number of people participating in or attending a cultural services event in 2014-15 is 75,199
- 1,150 hours were accrued by cultural services volunteers
- 188 groups with 14,332 people booked our cultural venues





# Culture, Arts and Heritage Action Plan 2016-19

## Strategic Objective

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage

Link to Corporate Aims: - Resilient, Healthy and Engaged Communities; Innovation & Transformation

### Work Streams: 1. Enhancing Cultural Venues and Assets

To use the landscape, cultural assets and activities to enable opportunities for both local people and visitors to participate in culture, arts and heritage of the area

#### Operational Actions:

- Provide a diverse programme of high quality events for both local people and visitors within cultural venues
- Maximise income generation and develop appropriate business models to increase sustainability, access and participation
- Maximise the potential of cultural assets, including exploring options to develop museum facilities, audit existing provision and increasing digital access to collections & maintaining accreditation
- Review and develop both existing and new strategic community & statutory partnerships to maximise cultural assets
- Support, promote and develop local cultural, arts and heritage events, projects and activities

#### Outcome:

- Our cultural life will reflect the reputation as an area of natural beauty.
- Increased participation in cultural activities and programmes
- Council investment based on sound policy with clear, evidence-based criteria in place
- Improved levels of governance, financial capability & sustainability
- Increased and appropriate partnerships in place
- Cultural assets maximised by working in partnership; increased levels of collaboration

#### Performance Indicators:

- Number of events /number of participants/attendances/visitors
- Policies and procedures aligned
- Business Development & Fundraising Plan completed
- Feasibility Study & Option Appraisal regarding museum provision
- Audit completed
- Number of objects accessible on line
- Accreditation status maintained
- Programming and marketing aligned between service providers
- Number of: partnerships /collaborative initiatives / groups funded / projects / activities /participants



## Strategic Objective

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage

Link to Corporate Aims: - Resilient, Healthy and Engaged Communities; Innovation & Transformation

### Work Streams: 2. Investing in creative learning & skills development

To support the creative development of our young people and creative practitioners through training, skills development and providing opportunities to showcase work.

#### Operational Actions:

- Work in partnership with Prosperity & Place to provide training and skills development for creative practitioners
- Work in partnership to ensure culture, arts and heritage plays a part in physical regeneration initiatives
- Enable creative practitioners to develop their skills
- Develop partnerships with key stakeholders to support young people's access to culture, arts and heritage opportunities

#### Outcome:

- Culture, Arts & Heritage will become a social, economic and learning driver for the area
- Increased awareness of the contribution that the creative sector brings to the borough
- Increased opportunities to support the creative sector's financial sustainability
- Increased number of young people developing skills in cultural sector

#### Performance Indicators:

- Training Needs Analysis completed
- Number of partnerships
- Number of projects
- Number of young people
- Number of bursaries
- Qualitative evaluations completed
- Number of placements

# Culture, Arts and Heritage Action Plan 2016-19



## Strategic Objective

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage

**Link to Corporate Aims: - Resilient, Healthy and Engaged Communities; Innovation & Transformation**

### Work Streams: 3. History, Heritage and Cultural Tourism

To promote a sense of pride, identity and deeper understanding of our area by bringing together the many stories, histories, identities and languages.

#### Operational Actions:

- Work in partnership with internal and external stakeholders to identify, develop and deliver initiatives to increase the cultural tourism product.
- Support & develop the cultural diversity of the area, working in partnership with external agencies and community groups to enable access to regional minority languages
- Provide a dynamic, innovative and evolving museum service that highlights and promotes the heritage of the borough for local people and visitors – exhibitions, community (local & international) partnerships

#### Outcome:

- Improved levels of community capacity and service provision
- Cultural ambassadors supported
- Increased participation in and understanding of cultural assets
- Increased opportunity for collaborative delivery

#### Performance Indicators:

- Working group established
- Number of partnership initiatives & projects developed
- Number of groups working with Council
- Percentage of additional resources levered in to develop appropriate projects
- Number of exhibitions, workshops & events
- Number of visitors/users
- Number of groups engaged in museum services
- Number of placements



## Strategic Objective

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage

**Link to Corporate Aims: - Resilient, Healthy and Engaged Communities; Innovation & Transformation**

### Work Streams: 4. Participation, Inclusion & Equality

To ensure increased access to and participation in culture, arts & heritage to excluded groups

#### Operational Actions:

- Ensure that programmes and venues are accessible, developing engagement initiatives for hard to reach and Section 75 groups and increasing access to Council's cultural venues
- Understand both existing and potential audiences for culture, arts & heritage activities, by developing and implementing an audience development plan
- Support active citizenship by developing volunteering opportunities, training and capacity building in partnership with community providers

#### Outcome:

- Increased access to and participation in culture, arts & heritage activities and programmes.
- Causeway Coast & Glens is welcoming and accessible in terms of cultural opportunities to all sections of the community, mindful of its Section 75 Equality & Good Relations and Disability Duties
- Increased partnership working

#### Performance Indicators:

- Number of projects,
- Number of participants
- Number of partnership approaches developed
- Audience Development Plan completed
- Volunteering policy completed
- Number of volunteers and volunteering programmes supported
- Number of traditionally under represented, hard to reach and socially excluded groups participating in cultural services provision



# Culture, Arts and Heritage Action Plan 2016-19



## Strategic Objective

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts, museums and heritage

Link to Corporate Aims: - Resilient, Healthy and Engaged Communities; Innovation & Transformation

### Work Streams: 5. Communication & Advocacy

- To engage effectively with a wide range of stakeholders to both increase participation in cultural activity and to strengthen the cultural infrastructure within the area
- To raise greater awareness of culture, arts and heritage within the Causeway Coast and Glens area

### Operational Actions:

- Review current methods of publicising and marketing the service
- Develop and implement a marketing plan for the service
- Develop effective ways of communicating with stakeholders through facilitation of an engagement forum
- Measure the impact of the strategy through the development of a bespoke monitoring framework

### Outcome:

- Increased number of people participating in and benefitting from cultural activities in the area
- Strengthened cultural infrastructure
- Causeway Coast and Glens will be seen as a culturally vibrant area
- A monitoring and evaluation framework in place
- Efficient, focused delivery of the Strategy

### Performance Indicators:

- Marketing review completed
- Marketing plan completed and implemented
- Stakeholder group established
- Development of a bespoke monitoring & evaluation framework
- Development of an outcome focused approach for the implementation of the CS Strategy for Council





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Appendix 1

1. SOCIAL AND ECONOMIC OVERVIEW

1.1 Households

The estimated population of the Causeway Coast and Glens Council District (2014) was 142,303 of which 70,411 (49.5%) were male and 71,892 (50.5%) were female. This represents an increase of 1,426 (1.01%) from Census day, 27 March 2011.

The table below shows how the household structure of the usually resident population against NI levels.

	CC&G LGD		Northern Ireland	
Age Bands	Usual Residents	%	Usual Residents	%
0 - 15	28,303	20	383,783	21
16 - 39	42,667	30	582,615	31
40 - 64	47,434	33	588,184	32
65+	23,783	17	285,916	16
Total	142,303	100	1,840,498	100

1.2 Demographics

The majority of the population, 33%, which resides in the Causeway Coast and Glens Council area falls within the category of 40-64 years. 20% of the population consists of 0-15 years and 17% of the population are over the age of 65. The Causeway Coast and Glens Council area consists of 49.46% Male and 50.54% Female. In the Census data of 2011, the average medium age of the population is recorded as 38.

Census Data in relation to Demographics	CC&G Data	NI Data	Variation
Aged under 15 years	20.41%	20.95%	On trend
Aged 65 and over	15.40%	14.56%	On trend
Male Population	49.46%	49%	On trend
Female Population	50.54%	51%	On trend
Average Medium Age	38	37	On trend

Fig. 2.1 Demographics in the Causeway Coast and Glens area

1.3 Ethnicity, Identity, Language and Religion

The community background of the Causeway Coast and Glens population is made up of 40.21% Catholic, 54.79% Protestant and Other Christian, 0.64% Other Religions and 4.35% None. This represents a slight increase in the Catholic community background by 0.81%, a decrease in the Protestant and Other Christian community background by 3.32%, a slight increase in Other Religions by 0.38% and an increase in those with no community background of 2.16%. Since the 2001 Census, there has been a reduction in the number of electoral wards from eleven to seven (DEA, s) with over 90% of residents coming from a single community background across the new Council area.

Census Data in relation to Religion	CC&G Data	NI Data	Variation
Brought up in a Catholic Religion	40.21%	45.14%	4.93% below the NI Average
Brought up in a 'Protestant and Other Christian (including Christian related)' Religion	54.79%	48.36%	6.43% above the NI Average

1.4 National Identity

The majority, 54.31%, of the Causeway Coast and Glens population identified themselves as British, 31.29% as Northern Irish and 21.45% as Irish.

Census Data in relation to Identity	CC&G Data	NI Data	Variation
British National Identity	54.31%	48.41%	5.9% above the NI Average
Irish National Identity	21.45%	28.35%	6.9% below the NI Average
N. Irish Identity	31.29%	29.44%	1.85% above the NI Average

1.5 Ethnicity

On Census Day the resident population of the Causeway Coast and Glens area was a majority White ethnic group (98.96%) with 1.09% from an ethnic minority population. The largest minority ethnic groups in the Causeway Coast and Glens are; Chinese 0.24% (339); Mixed 356 (0.25%); Indian 0.15% (225) and Other Asian 0.15% (213).

Census Data in relation to Ethnicity	CC&G Data	NI Data	Variation
Ethnic Minority Population	1%	1.72%	On trend

1.6 Language Aged 3+ years

The majority of the resident population aged 3+ years in the Causeway Coast and Glens area speak English as a first language( 98.09%) with only 1.90% of people not speaking English as a first language. 17.69% of people had some knowledge of Ulster Scots and 8.80% had some knowledge of Irish.

Census Data in relation to Language	CC&G Data	NI Data	Variation
Knowledge of Irish	8.80%	10.65%	1.85% below the NI Average
Knowledge of Ulster Scots	17.69%	8.08%	9.61% above the NI Average
English was not a First Language	1.90%	3.14%	1.24% below the NI Average

1.7 Health

On Census day, 27 March 2011, in the Causeway Coast and Glens area 80.02% of usual residents described their health as good or very good, 20.17% of people had a long-term health problem or disability that limited their day-to-day activities and 10.73% of people stated that they provided unpaid care to family, friends, neighbours or others.

Census Data in relation to Health	CC&G Data	NI Data	Variation
Long- Term Health Problem or Disability	20.17%	20.69%	On trend
General Health was Either Good or Very Good	80.02%	79.51%	On trend
Provided Unpaid Care	10.73%	11.82%	On trend

1.8 Housing

On Census day, 27th March 2011, in the Causeway Coast and Glens Local Government District (2014), 67.50% of residents were owner occupiers.

Census Data in relation to Housing	CC&G Data	NI Data	Variation
Owner Occupied	67.50%	66.90%	On trend
Owned Outright	35.87%	32.11%	3.76% above the NI Average
Rented	29.15%	29.99%	On trend
Lone Parent Households with Dependent Children	7.85%	9.13%	1.28% below the NI Average

1.9 Qualifications

On Census day 27 March 2011, considering the population aged 16 years and over, 21.33% of those who resided in the Causeway Coast and Glens Council area had a degree or higher qualification and 42.93% had No or Low (Level1-4) O Level/CSE/GCSE (any grades) or equivalent qualifications.

Census Data in relation to Housing	CC&G Data	NI Data	Variation
Census Data in relation to Qualifications	21.33%	23.65%	2.32% below the NI Average
Had No or Low (Level 1*) Qualifications.	42.93%	40.63%	2.3% above the NI Average

1.10 Economic Activity

In the Causeway Coast and Glens Council area 63.64% of residents aged 16-74 are economically active. Of this, 31.39% are employed full-time, 12.55% are employed part time and 10.66% are self-employed. 54.61% are in paid employment; 36.35% are economically inactive; 5.59% are unemployed; 2.56% are long-term unemployed; 13.88% are retired and 15.87% carry out voluntary work.

Census Data in relation to Economic Activity	CC&G Data	NI Data	Variation
Economically Active	63.64%	66.22%	2.58% below the NI Average
Economically Inactive	36.36%	33.78%	2.58% above the NI Average
In Paid Employment	54.62%	57.61%	2.99% below the NI Average
Unemployed	5.59%	4.96%	On trend
Of those Declaring who were Long-Term Unemployed	45.85%	44.98%	On trend

1.11 NI Multiple Deprivation Measures (2010)

The extent of deprivation across the four Council areas varies considerably with Limavady, Moyle and Coleraine in the top ten most deprived LGDs ranking 7th, 9th and 10th respectively. Ballymoney ranks as the second least deprived LGD at 25th. In relation to the percentage of total population income deprived, each of the Council areas which make up the Causeway Coast and Glens area are ranked within the top 12 LGDs; Limavady 5th, Moyle 6th, Ballymoney 11th and Coleraine 12th.

A number of wards within the Causeway Coast and Glens area fall within the worst 20% of most deprived wards in Northern Ireland by domain. Proximity to services is the highest domain with twenty-two wards; eight in Moyle, seven in Ballymoney, four in Limavady and three in Coleraine. The next highest domain is Crime and Disorder with

fifteen wards; seven in Coleraine, four in Limavady and four in Moyle. The third highest domain relates to Income with fourteen wards: five in Moyle, four in Limavady, four in Coleraine, and one in Ballymoney. This is followed by twelve wards in relation to Living Environment, eleven wards for Employment, nine wards for Education, Skills and Training and six wards in relation to Health and Disability. Additionally, seven wards in both Coleraine and Moyle are ranked within the 10% most deprived wards in Northern Ireland across a number of domains; five wards in Limavady and one ward in Ballymoney.

Coleraine contains the highest number of wards across each of the NIMD domains which rank in the worst 20% of most deprived wards in Northern Ireland. Eleven different wards appear a total of thirty-one times across the NIMD Domains with Central and Churchlands the most deprived wards in the new Causeway Coast and Glens Council area. In Moyle, thirteen different wards appear a total of twenty-five times. In Limavady, nine different wards appear a total of twenty times. In Ballymoney, nine different wards appear a total of twelve times.

Three super output areas across the new Causeway Coast and Glens Council area are ranked in the top 100 most deprived; Greystone (40) in Limavady, Ballysally1 (64) in Coleraine and Coolessan (65) in Limavady. The new Council area also contains three of the twenty most deprived rural areas; Dungiven (189) in Limavady, Armoy, Moss-side and Moyarget (198) in Moyle, and Ballylough and Bushmills (215) in Moyle.

Deprivation	Ballymoney	Coleraine	Limavady	Moyle
Extent Score % (Rank of Extent –1 is most deprived)	2 (25)	12 (10)	16 (7)	12 (9)
Income Deprived Scale (Rank)	7,162 (23)	13,550 (12)	9,522 (19)	4,682 (26)
Percentage of Total Population Income Deprived (Rank)	24 (11)	24 (12)	28 (5)	28 (6)
Employment Deprived Scale (Rank)	2,303 (24)	3,974 (13)	3,158 (20)	1,353 (26)
Percentage of Working Age Population Employment Deprived (Rank)	13 (10)	12 (14)	15 (4)	14 (6)

NI Multiple Deprivation Domain	Causeway Coast and Glens Data
Income	14
Employment	11
Health and Disability	6
Education, Skills and Training	9
Proximity to Services	22
Living Environment	12
Crime and Disorder	15
Total wards	89

1.12 Access to Transport

19.32% (10,384) of people in the Causeway Coast and Glens area have no access to a car or van.

Census Data in relation to Vehicle Ownership	Causeway Coast and Glens Data
No Access to a Car or Van	19.32



1.13 Fuel Poverty

Fuel poverty is an issue across the Causeway Coast and Glens area with 45.30% (3230) of the population of Moyle, 39.90% (4610) of the population of Limavady, 35.20% (4000) of the population of Ballymoney and 30.70% (7580) of the population of Coleraine in fuel poverty.

Census Data in relation to Fuel Poverty	Ballymoney	Coleraine	Limavady	Moyle
% of population poverty	35.20%	30.70%	39.90%	45.30%

1.14 Conclusion in respect of the Social and Economic Overview of the Causeway Coast and Glens Council area

The data used to provide the social and economic overview is as was recorded on Census day (27th March 2011). For the purposes of comparison, we benchmarked the Causeway Coast and Glens data against the NI average data set and noted the variation when the difference was less than 1%.

In most instances the Causeway Coast and Glens model did not show significant deviation from the regional model. However some of the larger deviations were in respect of Ethnicity, Identity, Language and Religion which need to be considered when planning services and activities within the Cultural Strategy.

Consideration in terms of access to services by those whom are economically inactive, particularly in areas of Multiple Deprivation, and in addition, those who are located in rurally isolated areas and whose proximity to services are limited, must be built into service design. This is of particular note in terms of pricing policies relating to social and recreational classes offered by centres, as well as the overall engagement and outreach provision within the strategy.

Appendix 2

PUBLIC RESPONSES TO CONSULTATION

In August 2015 Causeway Coast and Glens Borough Council commissioned Shona McCarthy Consulting to facilitate the process of developing a 5 year Integrated Culture, Arts & Heritage Strategy to cover the period 2016 – 2021 and 3 year Action Plan 2016-19.

This work was carried out between August and December 2015 and included a situational analysis and desk-based research into both local and wider policy contexts. There was wide-ranging consultation with regional stakeholder agencies, local organisations and bodies with culture, arts or heritage remits and consultation with the public via open public forum in four locations across the borough. Almost 200 people participated in these workshops with a further 174 responses to questionnaires to four different representative parts of the community. There were meetings and telephone interviews and a further public assembly to test the arising themes and recommendations.

THE IMPACT OF CULTURAL ACTIVITIES ON AUDIENCES, PARTICIPANTS AND THE COMMUNITY

Effervescence economic growth vibrancy share identity pride together confidence mental health well-being satisfaction achievement knowledge buzz enlighten enhance perception positive open accessible business retail interaction community unique bespoke character experience stories confidence social gatherings better relationships community spirit enjoy tourists visitors volunteering participation opportunities boosts economy excellence, feel good non sectarian non political build skill learning safe nurturing entertain challenge communication educational converse share meet links awareness capacity development socializing awareness cohesion inclusion family exhibitions events learning workshops.

THE CULTURAL ASSETS OF THE AREA - WHAT PEOPLE VALUE MOST

Giant’s Causeway	Roe Valley Hospital	Exhibitions
Carrick-a-rede Rope Bridge	Ballintoy	Game of Thrones Trail
Mountsandel	Artists resident in borough	Air Show
Portrush Nature Reserve	Creative Writing Groups	Old Lammas Fair
Dooney’s Cairn	River Bann	Ulster Scots Heritage
Rathlin Island	Libraries NI	Ulster Scots centre
Roe Valley Country Park	Riverside Theatre	Causeway Speciality Market
Lissanduff Fort	Dark Hedges	Hervey Legacy
Carnamore	Ballymoney Drama Festival	CS Lewis
Portballintrae Harbour	County & Ulster Fleadhs	WF Marshall
Mussenden Temple & Downhill	Castlerock	Railway Heritage
Ruins	Kingdom of Dalriada Festival	12th July Celebrations
Banagher Glen	Red Sails Festival	Black Saturday
Fairhead & Murlough Bay	The Glens	Armoy Horse Show
Bronze Age Corrstown	Salmon & Whiskey Festival	Irish Traditional music
Benone Beach	Ossian’s Grave	Marching Bands
Binevenagh Mountain	Museums	Orange Culture
Curfew Tower Cushendall	Rathlin Sound Maritime Festival	Irish language
Public art	Hezlett House	Genealogical Resource
Portrush Regeneration Society	Music events	Traditional storytelling
Red Squirrel conservation	Pirates off Portrush Festival	Folklore
Bonamargy	Dunluce Castle	Traditional crafts
Big Telly Theatre Company	Portrush Raft Race	Blue Plaques
Shackleton Barracks	Heart of the Glens Festival	History publications
Garvagh Museum	Limavady Jazz & Blues Festival	Coleraine Historical Society
Coastline Waterfoot to Limavady	U3A Programme	Bronze Age Axe Factory
Seaside Village Tradition	Ballycastle Ploughing Match	Dunlop Gardens
Portrush Cinema	Apprentice Boys Parade	Bushmills Distillery
Flowerfield Arts Centre	Fuse FM	Derry & Antrim Fiddlers Association
Roe Valley Arts & Cultural Centre	Ballycastle Food & Craft Market	GAA
Galleries	Big Arts Weekend Cushendun	Portrush Heritage Group
Downhill Castle & Demesne	Big Sunday Event	Clough Williams Ellis Architecture
Dungiven Priory	Ex service events - remembrance	Cushendun
Stendhal Festival	North West 200	Warmth of the people
Portrush Town Hall	Milk Cup	

WHAT PEOPLE VALUE BEYOND CULTURE, ARTS & HERITAGE

Mixed Terrain Visitors Travel Mixed Population Strategic Hub Fresh Air Beautiful open countryside	Coastline Great walking Very friendly people Wildlife Beautiful Landscape Causeway Beaches Iconic buildings	Community togetherness Churches can work together Sense of identity Pace of life Neighbourliness Warmth about the people
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WHY CULTURE, ARTS & HERITAGE MATTER

- Art and sporting activities support and enhance mental health and well-being, particularly in the winter months
- Participating in culture, arts & heritage activity gives:
  - Satisfaction and sense of achievement
  - Increased knowledge about their own area its history and heritage
  - Increased social interaction
- Culture, arts and heritage activities greatly enhance the experience for visitors and give a positive perception of a place as open and accessible
- Cultural programming can bring life to more desolate parts of a place and give the perception of “open for business”
- It enlightens and enhances audiences
- It gives a strong sense of identity when cultural programming is bespoke to the unique character or stories of a place
- It encourage greater understanding and tolerance within the local community.
- It can revitalise, regenerate, brings buzz and effervescence
- Cultural vibrancy has a positive effect on retail business and a place becomes more attractive to new businesses
- Customer service, choice and knowledge, character and diversity
- It can reinvigorate and encourage economic growth
- It brings people together as a community engendering community spirit
- Buying locally sourced goods and supporting small independent businesses encourages local economic development
- Participants benefit in confidence
- Social aspects of gatherings are important
- It creates better relationships
- Encourages families to return home
- Tourists and visitors enjoy the buzz
- It creates volunteering opportunities
- It provides a chance to participate
- Brings visitors to the area
- Puts us on the map
- It is non-sectarian, non-political
- Musical heritage
- Tourists want to see local music and dance
- All age groups can get involved
- Children grow in confidence and build relationships
- It provides a feel good factor
- It encourages and fosters learning and communication and growth of skills
- Provides educational opportunities

- It provides meeting places to converse and share experiences
- Creates awareness of heritage
- Improves lives through personal development, social interaction, shared experiences, strengthening community links, skills development
- Engagement and participation in local heritage and culture through exhibitions, events and learning workshops
- Increased capacity and awareness, improved community relations
- Provide a safe nurturing environment
- Confidence building
- Entertain and challenge
- Inclusion and integration

VALUE ATTRIBUTED TO CULTURE, ARTS AND HERITAGE

Over 80% of respondents either strongly or very strongly agreed that engaging with Culture, Arts & Heritage directly contributes to:

Pride in Place Education & Learning attainment Improved Health and well-being Personal development	Economic potential Enhanced tourism Greater Social inclusion Better community relations/shared identity
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CULTURE, ARTS AND HERITAGE ORGANISATIONS

There were 135 responses from culture, arts and heritage organisations

64.3% of respondents were constituted groups	25% charities	3.6% social enterprise
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ACTIVITIES

75.9% participation 72.4% education	41.4% performance 37.9% exhibition	31% production
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FREQUENCY OF ACTIVITIES

There were 135 responses from culture, arts and heritage organisations

AUDIENCES

86% of organisations identify the local community as their main audience, 44.8% of activity for group or club members only, 37,9% drawing audience NI wide and 20.7% attracting international tourists
Majority of the activities attract between 10-30 participants at 56%, less that 10 people 17% ; 50-100 people 3%; and up to 200 3%
Only 10% of activities attract large numbers



BARRIERS TO LONGER TERM GOALS

79% said availability of financial assistance
45% said availability or cost of facilities
34.5% said access to human resources and volunteers was a significant barrier
31% said cashflow
Geographic location; support networks; access to new technologies equipment and training all ranged between 10-20%

TRAINING NEEDS IDENTIFIED

New technologies and digital media 40%
Recruiting & Retaining volunteers 36%
Fundraising 32%
Marketing and Strategic Planning each 14%
Governance 11%
Human Resources and Financial management each 7%

COMMUNICATION WITH STAKEHOLDERS

Council should use all mediums available to reach local people and gain their views

Online surveys 62%	Social media 45%	Workshops 59%	Focus groups 48%	Drop-in sessions 52%
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RECOMMENDATIONS FROM GROUPS

- Provide support for cultural events through a small grants scheme
- Consider reduced hire fees or free access to Council buildings for culture, arts and heritage programmes
- Provide advice and support on seeking sponsorship
- Understand disability access issues

RESPONSES FROM COUNCIL STAFF

There were 32 responses from council staff.

Education and Learning	94.2% strongly or very strongly agreed that engaging in CAH contributes positively to Education and Learning
Civic Pride	96.2% strongly or very strongly
Personal development	85.5% strongly or very strongly
Social Inclusion	76.8% strongly or very strongly
Health and wellbeing	77% strongly or very strongly agreed
Local economy	85% strongly or very strongly agreed
Shared identity	77% strongly or strongly agreed further 14.5% agreed
Enhance Tourism	91% strongly or very strongly agreed

RECOMMENDATIONS FROM STAFF

- More integrated inter-departmental partnership working and initiative development
- Potential for greater integration between natural environment and landscape with cultural offer -music, film, dance etc
- Need for culture, arts and heritage programmes addressing local identities, unique histories and shared histories
- Need a balance between touring entertainment events which generate footfall and income and developmental creative work
- Potential for increased outreach and community arts work. What makes our communities unique and how do we tell those stories?
- Large scale sporting events, particularly the Open Golf Tournament which will bring 200,000 people to the area in 2019, represent enormous opportunity

RESPONSE FROM INDIVIDUAL ARTISTS/MAKERS

The following recommendations were made by the creative practitioners who are resident in the area:

- Commission new work for the local environment
- Appoint artists onto design teams
- Include provision for artworks in new buildings - “percent-for-art” scheme on all developments
- Artists in residence in key locations - Whitepark Bay, Ballintoy, Rathlin, Causeway
- Projects/Sculptures in specific landscapes or areas with artists commissioned to respond to the area.
- Artists and arts projects in schools
- Artists adding to the cultural tourism offer - sculpture, trails and commissioned public furniture on established coastal walks and routes
- Support local voluntary arts groups

# Appendix 3

## FULL STRATEGIC CONTEXT

### GLOBAL CONTEXT

Many countries, cities, regions across the world are trying to reinvent themselves and they look to culture as a driver for change where traditional industries have declined, economies need re-booted, or big cities are in search of heart and soul. From Detroit to Amman, Boston, Hong Kong, Jakarta, Portland or the many European Capitals of Culture, culture is a vital and vibrant business. The UK and Ireland, will host two UK cities of culture and two European capitals of culture within the next 6 years.

It is now well documented across the globe, where visionary investments in arts culture & heritage have been made, economic development has followed, bringing investment and jobs. With that also comes new skills and abilities, which increase confidence and self-esteem, improve literacy and enhance an individual's quality of life.

*“There is still a way to go for places to believe that culture can actually drive the economic viability of a city. Liverpool kind of got there, Manchester has got there, Brighton's there.”* Claire McColgan (CEO, Culture Liverpool and programmer Liverpool Capital of Culture 08)

*“The Creative Industries are among the most dynamic sectors in world trade”.*

A year in the writing, the Warwick commission report, published in 2015, examines all aspects of the creative arts sector: from film, theatre and dance to video games, pop music and fashion. It estimates the sector represents 5% of the British economy valued at £76.9bn.

The amount of money given to the arts – 0.3% of the total public spend – is “infinitesimal” compared with what they generate, the report says. Further spending cuts to the arts *“will undermine the ecosystem, creating a downward spiral in which fewer risks are taken, resulting in less talent development, declining returns and therefore further cuts in investment.”*

The report has been widely welcomed. Sir Peter Bazalgette, the chairman of Arts Council England, said: *“Two critical themes leap out of this welcome report – the importance of improving access to the arts, and that culture and the creative industries are one entity”.* The report's proposals contain much welcome new thinking and identifies five goals to ensure that Cultural and Creative Industries can fully enrich an area:

- Investing in a cultural and creative ecosystem to generate stronger cultural wellbeing and economic growth and opportunity for all.
- Using the full diversity and range of talent in our society to enrich the ecosystem.
- Fully harnessing the importance of creativity in education and skills development.
- Developing a thriving digital cultural sphere that is open to all.
- Prioritising the role of culture and creativity in generating a sense of identity, place and community at local and regional levels across the UK.

Arts-led, academically informed and publicly engaged, the Warwick Commission on Cultural Value is in itself is an excellent model of collaboration. Bringing its findings back to the region has opened up a series of challenges for all of us – researchers, artists and citizens – including building solidarity and connectivity across the cultural and creative eco-system, breaking down barriers to access and diversity in the arts and in education, and finding a more equitable spread of provision of both artistic and educational opportunities. Finding solutions to these challenges was never going to be easy, but by working together to build collaborative projects we can begin building a more open, democratic and diverse culture, both in our cultural venues and on our campuses.

Committing to an ambitious cultural plan is not for the faint-hearted, but requires an absolute belief in the regenerative power of Culture and that there will be significant return on all investment.

Glasgow, since its City of Culture 1990, now attracts 3.2 million tourists each year generating around £700million annually for the local economy.

Liverpool 2008 - 9.7m visits to Liverpool were motivated by the European Capital of Culture. This generated an additional economic impact of £753.8m

The Creative Industries are worth £8million an hour to the UK Economy.

*“We do not know how long the economic crisis will last and how deep it will become. But when it is over, those who will have invested in creativity and innovation will find themselves ahead of the pack”.* Ján Figel, EU Commissioner for Education, Training, Culture and Multilingualism.

In relating all of this to the current opportunity in the Causeway Coast and Glens area, it is clear that if we fail to appreciate that investment in culture, arts and heritage will be our game changer, we will miss important opportunities.

### THE NORTHERN IRELAND CONTEXT

The political and economic climate for Culture, Arts & Heritage in Northern Ireland has been particularly severe. At Northern Ireland Executive level, Culture, Arts and Heritage have felt the impact both in terms of budget reductions but also in the proposals for the new government departments where these public service areas will be absorbed into one new Department of Communities. Against this backdrop, it is a challenging time but we have no choice but to take it as an opportunity to creatively re-think, to pool resources, work across sectors and in partnerships. Within culture, arts, museums and heritage it also creates an imperative to build on public sector funds as leverage to draw in new investment from other sources: Trusts & Foundations, Corporate investors, philanthropists, European funding possibilities and crowd funding sources, or income-generation through box office, merchandise or social enterprise. Cultural organisations have always had to respond creatively and think of new ways and new economic models in order to keep creating and innovating. Councils and public bodies will also have to re-think how they support and enable culture.

In recent years Northern Ireland has undertaken to host and deliver ambitious large scale, cultural programmes that have required risk-taking and innovation in approach. The UK City of Culture; the World Police and Fire Games; The Cultural Olympiad; The Irish Open; Giro D'Italia. These events have brought positive global media coverage; tourism; economic impact; attractiveness; a changed perception of Northern Ireland to the outside world and local pride; social impact through participation, volunteerism, confidence and capacity building.

We have seen through these initiatives how culture can be a driver for positive regeneration and new ways of delivering social and economic impact. Now is the time to build on this learning and experience and to ensure that cultural participation and inclusion is part of the daily well-being of both local people and visitors to Northern Ireland. The big projects are powerful catalysts for change and focus, but in order for their benefits to be sustained and have lasting impact, it is essential that we take the learning from these experiences and develop sustained programming and investment.

### DEPARTMENT OF CULTURE, ARTS & LEISURE - CULTURAL STRATEGY FOR NORTHERN IRELAND

The Minister for Culture in Northern Ireland has just released a consultation paper on a 10 year Cultural Strategy. The Minister wants to see the potential of our *“unique cultural capital maximized fully to benefit the social and economic wellbeing of all citizens.”* The Minister further acknowledges, *“we already know culture and arts provide a platform as an economic driver, creating job opportunities, supporting tourism and promoting Northern Ireland on the international stage, as well as bringing communities together, the successes were never more evident than during the city of culture celebrations.”*



*“Arts and culture have important contributions to make to the achievement of a number of pillars in the current Programme for Government: Growing a Sustainable Economy and Investing in the Future: Creating Opportunities and Tackling Disadvantage and Improving Health and Wellbeing: Building a Strong and Shared Community. The Strategy will also fit with key Executive overarching commitments under Delivering Social Change (DSC) and Together: Building a United Community (TBUC) as well as the UN Convention on the Protection and Promotion of the Diversity of Cultural Expression”.*

The priority themes emerging in the Causeway Coast and Glens Culture Arts and Heritage strategy directly relate to those themes highlighted in the consultation document for a NI wide strategy as follows:

- **CULTURAL ASSETS AND VENUES**  
“We have a wonderful variety of theatres, I want these opportunities to be exploited and accessible to all in the community”.
- **CREATIVE DEVELOPMENT OF YOUNG PEOPLE**  
“It is our duty to inspire and nurture these future musicians, writers, designers, actors, producers, poets, journalists, architects and creators. I want culture and arts participation to be a serious and important career choice for our children, fully recognized through our education, training and employment systems.
- **CREATIVE INDUSTRIES**  
“These industries are well recognized as key drivers of sustainable economic regeneration and job creation. It is vital that NI has a robust strategy that supports and strengthens these industries, acknowledging the value of arts and culture as contributors to the skills, education, health and well-being of all citizens.”
- **ACCESS AND EQUALITY**  
People of all ages and backgrounds and abilities should have the opportunity to participate in and enjoy arts and cultural experiences of their choice.
- **EVIDENCE AND ADVOCACY**  
A key focus throughout the consultation will be the benefit of arts and culture to individuals, communities and wider society thus ensuring their future recognition and value by all.

**STRUCTURE**

The Strategy will be driven forward by a Delivery Group whose role and function will be to oversee implementation, and to periodically review and monitor.

**PROGRAMME FOR GOVERNMENT**

A new Programme for Government will be written at the beginning of 2016, and the new government departments will take shape and prepare their policies for Northern Ireland going forward by late 2016. Causeway Coast & Glens will be able to feed into this wider policy development, having already completed the process of developing its own cultural strategy and action plan.

**TOURISM NI**

Tourism NI reports that Museums, art galleries, and visitor/heritage centres are the key tourist attractions for visitors within and from outside NI. The Causeway Coast and Glens attracts the biggest number of tourists outside of Belfast. We have the ideal platform for development of our Culture, Arts and Heritage offer.

**CAUSEWAY COAST AND GLENS TOURISM AND DESTINATION MANAGEMENT STRATEGY 2015-2020**

As expectations and demand for high quality visitor experiences increase, along with greater competition from existing and new destinations (both regionally and globally), the need for a co-ordinated and robust approach to visitor destination management is vital.

Tourism is worth £110m per annum by overnight expenditure (excludes day visits) to the Council area and accounts for 4,751 related jobs, or over 12% of local employment illustrating the importance of tourism as a key economic activity and a major prosperity driver for the area. Key challenges include a high dependence on the domestic market and the fact that half the visits and value from tourism are experienced in the four summer months, highlighting the issue of seasonality.

The area has the highest proportion of overnight holiday trips of all the Local Government Districts and 47% of the available self-catering bed spaces in NI are here, the largest proportion of any Local Government District by far.

**ARTS COUNCIL OF NORTHERN IRELAND**

The Arts Council of Northern Ireland believes that art has the ability to reach across boundaries, inspiring, teaching and bringing people together. Its vision is to ‘place the arts at the heart of our social, economic and creative life’ and to want to ensure that everyone, including the most marginalised and disadvantaged groups in society, can share in the inspiring, uplifting and transformative experiences that are made possible through public funding of the arts. The Arts Council’s Strategy 2013-18, Ambitions for the Arts, sets out a clear statement of priorities under three strategic themes that reflect the changed context and the need for strong public engagement.

1. Champion the Arts
2. Promote Access
3. Build a Sustainable Sector

It plans to do this through funding the arts, building partnerships supporting skills development, and encouraging voluntary activities

The Arts Council’s annual report reveals that the Creative Industries account for 5% of total employment in NI, employing 40,000 people and contributing £714million in GVA to the local economy (bigger than agriculture). Only 0.1% of the budget for NI is spent on culture, arts and heritage. Cultural Tourism is the fastest growing sector within Tourism, bringing some 330,396 visitors to Northern Ireland and the Derry~Londonderry City of Culture alone returned £20 on every £1 invested by the tourist board.

**NORTHERN IRELAND MUSEUMS POLICY**

The Northern Ireland Museums Policy states that “museums have a primary role as the custodians and conservers of our heritage; they protect the fundamentals of our history in perpetuity and this is tremendously important. However the broader value and social and economic impact of museums is increasingly being recognized”.

*Museums are institutions of learning distinguished by their capacity to communicate knowledge and connect people with their histories through engagement with authentic artefacts. Museums can provide creative environments and deliver innovative initiatives that enhance education and life-long learning. As stimulating visitor attractions they are key components of NI’s tourism offering and can also inspire the creative industries and catalyse wider economic development. Museums can also contribute to our understanding of who we are and where we came from. They are the touchstones and the gateway to the root of our cultures and identities. They can help us to see the complexities and contradictions of our history; they can assist with our understanding of the great events that have shaped our world and also help to dispel myths and misunderstandings.*

The policy sets out four key strategic priorities as follows:

1. Developing Audiences
2. Education and Learning
3. Collections Development Care, Management and Use
4. Infrastructure, Investment and Resources

Good museums are rooted in place and community and as such are powerful representations of individual, civic, regional and national pride. They contribute to our understanding of who we are and where we come from. They enable stories to be told and interpretations to be drawn, opening up possibilities for enquiry, sharing and debating histories, exploring identities and nurturing social cohesion. They can be truly inspirational, stimulating creativity, invention and innovation.

Good museums can promote tourism in Northern Ireland, particularly through inspiring people to discover and share our stories with visitors. In 2009 Museums and art galleries attracted 10% of all visitors to tourist attractions in Northern Ireland. 28% of these visitors were from 'out-of-state'. Museums in Northern Ireland welcome in excess of 1.5 million visitors each year and nearly 1,000 people work in our museums including many volunteers.

Development of the museum sector supports Northern Ireland tourism priorities of investing in people, product and places, and promotion. Specific themes of enhancing the skills of people, investing in the infrastructure for visitors and actively encouraging new visitors can be supported through working in partnership with museums.

They can be catalysts for bringing communities together to explore the complexities of history and culture. Museums can promote access, encourage participation and support the cultural expressions of the people and communities in Northern Ireland and bring diverse and hard-to-reach groups into contact with different aspects of heritage.

**NORTHERN IRELAND MUSEUMS COUNCIL**

Northern Ireland Museums Council supports local museums and acts as the principle advocate for the non – national museums sector. NIMC are funded through the Department of Culture, Arts and Leisure. Its main functions are to manage the UK Museum Accreditation Scheme in Northern Ireland and provide grant assistance to Accredited Museums as well as research, training and advice to the sector and others.

**THE CAUSEWAY COAST AND GLENS AND CROSS DEPARTMENTAL RELEVANCE**

April 2015 saw the realisation of the review of public administration in Northern Ireland at local council level. The former 26 district councils have been re-formed into 11 Super Councils. The new Causeway & Coast and Glens Borough Council became formally activated on 1st April 2015 and brought together the former councils of Ballymoney, Coleraine, Limavady and Moyle.

**CORPORATE PLAN**

The Council's corporate vision is to “maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations”.

The Integrated Cultural strategy and its outworkings will necessarily reflect the vision and values of Council's overall Corporate Plan to meet its mission “to improve the quality of life and well-being for all of our citizens and visitors”. The development of the cultural strategy and action plan will align with Council's broad corporate themes of sustainability, well-being, prosperity and community. It will also closely reference and complement the Community Plan and in particular build on those clear cross-cutting themes of partnership working, capacity building, mentoring, networking, training and volunteering.

Causeway Coast and Glens Borough Council recognises that economic development and regeneration are a priority for the new area. The area is emerging after a period of recession, and Council is keen to grasp the new opportunities seen in initiatives such as the hosting of The British Open in 2019, the new development of Portrush, and the expansion of several new businesses. Key initiatives such as the development of a new Enterprise Zone, the establishment of a SMART Grid energy project, and the emerging film and television sector mean exciting times are ahead.

The cultural sector can meet the following local government priorities:

- Economic Development – through Cultural and Creative Industries
- Tourism Development – support through Cultural Tourism
- Community Development – support through participation and active engagement of local people.

**LEISURE AND DEVELOPMENT SERVICES**

**1.SERVICE MANDATES**

**i.Community and Culture**

To address local social issues associated with disadvantage, exclusion, good relations, community safety and the reduction of crime.

To enhance the well-being and increase the prosperity of citizens, communities and visitors by providing an understanding of, opportunities for participation in, access to Culture, Arts and Heritage.

**ii.Proprosperity and Place**

The creation of a high value added, skilled, innovative and enterprising economy, coupled with the regeneration of the physical environment (urban, rural and resort) to create a better place.

**iii.Sport and Well-being**

The provision of high quality leisure and sport services, accessible to all via need based programmes and sustainable facility provision, enhanced by effective partnership working to create increased levels of participation in physical activity, improved health and wellbeing and enhanced quality of life.

**iv.Tourism and Recreation**

To support the tourism industry and work in partnership to develop and sustain the region as a high quality and competitive visitor destination. Key responsibilities include:

- a balanced portfolio for major events across the Borough
- high quality venues for the enjoyment of recreational pursuits

**2.SERVICE PLANS**

**i.Tourism and Destination Management Strategy**

A key objective of the strategy is to generate more visitors, motivate them to stay longer in the area, spend more and visit throughout the year. In relation to cultural tourism, the following actions are of relevance:

- Collaborate with activity tourism operators to package and market all year round product and to evaluate and support the development of a cluster of attractions around the Giant's Causeway, Bushmills and Dunluce, to encourage visitors to stay longer.
- Preparation of an events strategy to reconcile the priorities for events to encourage visits out of season and in shoulder months and those designed for community benefit
- Continued support for major festivals and events that contribute to the reputation and stand-out of the area.
- Encourage a high quality food tourism offering throughout the region and throughout the year.
- Encourage improved access to creative industries and locally derived craft produce.
- Raise local and international awareness of craft and artisan produce from the area.
- Provide and promote retail outlets for craft display
- Market Online and via linked websites including social media
- Signpost to capacity building sources
- Establish local craft forum to facilitate cross-selling, reduce isolation, share experiences, lessons and provide business advice

**ii.Economic Strategy 2015-2018**

The vision for Causeway Coast and Glens Borough Council is based on an improved quality of life and building a strong economy that's safe and healthy, dynamic, culturally vibrant and exciting.



The Economic Strategy vision is of a “high value-added, skilled, innovative and enterprising economy.” The strategy will assist the Council to lead the borough in achieving its full potential to deliver sustainable wealth and well-being for all its citizens. The borough aspires to be a strong and fulfilling employment hub attracting creative and dynamic people and businesses. Efforts to ensure business and life in general within a low-carbon economy where individuals flourish and are notable for their enterprise, ambition, creativity and pride in the borough.

A review and baseline audit for Creative Industries in the Ballymoney, Coleraine, Limavady and Moyle area was carried out in September 2010 and is soon to be updated. The study’s vision for the area’s creative sector was to “become an internationally recognised creative cluster, characterised by an innovative, vibrant and economically strong creative industries sector.” It recognised four main groupings from the NESTA refined model of the creative industries:

- Creative service providers - These are businesses that provide creative services to clients and include advertising agencies, architecture practices, design consultancies, and new media agencies
- Creative content producers - these firms produce copyrightable Intellectual Property, such as film, television and theatre production companies, computer and video game development studios, music labels, book and magazine publishers, and fashion designers.
- Creative experience providers allow consumers to experience activities, performances or locations “live”, rather than through recordings or broadcasts i.e. theatre, opera, dance production, and live music organisers and promoters.
- Creative originals producers – producers of original creative pieces, such as crafts makers, visual artists and designer-makers. Their products are not mass-produced, but are one-offs or limited production runs.

As part of the new structure for Prosperity and Place, Council has made provision for a small team of staff to lead on game changing projects or initiatives which will develop the wider landscape for initiatives. This team will have senior responsibility in leading the development of the creative sector strategy and actions over the next 2-4 years. The initial activities will be to review the wider economy and look for potential facilitators for further development – for example through the wider tourism economy or event economy, with one eye on the upcoming Open Golf in 2019. There will be three staff who will look after longer-term, “landscaping” projects and initiatives. The development of creative sector engagement and growth will initially fall with them

DIGITAL NORTH COAST

Throughout the world, significant efforts are being made by governments, universities and businesses to digitise and distribute cultural and heritage content. The Review highlights the need to maximise the opportunities offered by the digital economy and focus on this as a model for development and future growth. Through the Digital North Coast Action plan, the councils wished to build on this work at a local level by engaging with commercial, community and public content creators and producers to see what content could be digitised and made more accessible. Its aims were to:

- improve access to culture in the digital environment
- increase production of creative digital content
- Improve the creation, discovery and use of locally-grown content.

iii. Community Development Strategy 2015-2017

The aim of the strategy is to develop more cohesive and engaged communities by engaging with residents, promoting an effective and efficient voluntary and community sector, working in partnership with providers and providing accessible, well co-ordinated services to people in local communities.

The result of the work will be:

- Increased partnership working in the Causeway Coast and Glens Council Borough area;
- Development of a more sustainable community sector in the Causeway Coast and Glens Borough Council area;
- Greater social cohesion in the Causeway Coast and Glens Council Borough area;
- Increased connectivity between neighbourhoods, towns and villages in the Causeway Coast and Glens Council Borough area;

- Early identification of local solutions for emerging needs in the Causeway Coast and Glens Council Borough area; and
- Increased community capacity in the Causeway Coast and Glens Council Borough area.

iv. Good Relations Strategy 2014-2017

Under Section 75 Council has a duty to tackle sectarianism, racism and other forms of intolerance while actively promoting good relations both within Council and building positive relations at local levels.

As the Good Relations Programme in all council areas has to date been 75% funded by the Office of the First Minister and Deputy First Minister, the strategy themes reflect those in the department’s latest Good Relations Strategic Document, Together Building a United Community. These are:

**Our Children and Our Young People** - to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building Good Relations

**Our Shared Community** - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to all

**Our Safe Community** - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety

**Our Cultural Expression** - to create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced

**Supporting Programme Actions** - to develop support programmes, at both council and community level, to increase and improve leadership, capacity and organisation and capital building skills in order to support Good Relations

CONCLUSION

The integrated Culture, Arts & Heritage Strategy has been developed in line with contemporary global thinking; reflecting the priorities of UK policy as articulated in the Warwick Commission report; reflecting NI Government policy development and directly relating back to the corporate objectives of the Causeway Coast & Glens Borough Council, at a cross-departmental level and in particular Culture, Arts & Heritage provides the mechanism to deliver on Council’s Economic Development and Tourism agendas.

# Appendix 4

## CULTURAL VENUES

### ARTS CENTRES

#### Flowerfield Arts Centre

Flowerfield Arts Centre opened in 1980, as Northern Ireland's very first Arts Centre. It offers exhibitions, performances, professional crafts studios but above all else is a creative learning centre with specialist classrooms hosting courses in everything from painting, pottery, creative writing to digital art and 3D Printing. Hot crafts: (ceramics and glass) have developed as areas of specialist interest in the centre, which provides a year round education programme.

The original, listed, Georgian style building was extended in 2004 to include a café/reception/craft shop and a purpose-built 105-seater auditorium. It also has an outdoor projection facility, Fablab and digital film archive and is currently home to Big Telly Theatre Company, the only professional regional theatre company outside Belfast. The building supports arts conferencing, outreach provision and offers comprehensive disabled access and was awarded the William Keown Trust disability awareness award in 2011.

#### Roe Valley Arts and Cultural Centre

An award-winning arts and conference facility situated at the heart of Limavady town, the centre provides a wonderful arts and heritage events programme throughout the year, including theatre, music, visual arts, crafts, local histories, talks, film, creative learning and outreach activities for all. Featuring multi-purpose spaces such as the Danny Boy Auditorium with 221 seating capacity, the O'Hampsey Dance Studio, three exhibition galleries, boardrooms, workshop rooms and an external performance space – Drumceatt Square, the centre also includes a Visitor Information Centre and Family Zone. Two commercial units, adjacent to the centre, are available for commercial lease.

Annual seasonal events such as the Christmas Illuminations also take place at the centre in Drumceah Square. All of the centre's events and activities contribute widely to the Borough's cultural tourism product. The Centre also showcases and supports local artists and community groups.

### MUSEUMS

#### Ballycastle Museum

Ballycastle Museum is housed in the listed 18th century courthouse and market building in the town centre. Visitors to the Accredited Museum can explore the permanent display of the fascinating history of the Irish Homes Industries Workshop, its role in the 1904 St Louis World Fair and the Arts and Crafts Revival in Ireland. Highlights also include Bronze Age archaeology, Boyds 18th century Ballycastle and the magnificent Taise Banner from the first Feis na nGleann in 1904.

#### Ballymoney Town Hall & Museum

Ballymoney Town Hall is the venue for a wide range of cultural and arts events and activities including music, dance, talks and exhibitions. Ballymoney Museum is located within the building and offers visitors the opportunity to explore the vibrant history of the area with a particular focus on local motorcycle road racing heroes and North West 200. The permanent accredited exhibition also includes the story of the area since early times including the mystical Derrykeighan Stone from which the museum takes its enigmatic logo. Also provided as part of the cultural services events programme are temporary exhibitions exploring specific local stories.

#### Coleraine Museum at Coleraine Town Hall

Coleraine Town Hall, built in 1859, is Coleraine Museum's accredited exhibition venue. Coleraine Museum at Coleraine Town Hall is open for over 6 months of the year. Here, visitors can begin to explore 'Irish History Starts Here' with its story of Mountsandel – the first settlement in Ireland nearly 10,000 years ago, and the history of Coleraine as the first Planted town 400 years ago. With an extensive collection supporting a rich and important history, different themes from the collection are explored through a range of temporary exhibitions. In the absence of a permanent museum venue for visitors, an appointment can be made with Museum Services to explore other parts of the collection. The iconic listed building in the town centre also houses the Visitor Information Centre and other community cultural events

#### Green Lane Museum

Located within the beautiful surroundings of Roe Valley Country Park, Green Lane Museum gives visitors the opportunity to explore 19th and 20th century history relating to rural life in the Roe Valley including farming, local trades and linen industries.

#### Limavady Museum

Limavady Museum is located within Roe Valley Arts and Cultural Centre. Visitors can explore the history of Limavady and local area through a programme of temporary exhibitions.

### OTHER VENUES

In addition to the above, many other council venues across the borough are used to host a range of theatre, dance, film, exhibitions and workshops. These include town halls, civic spaces, community centres and other facilities as well as the great outdoors.





# OPEN DOORS TO CULTURE

CAUSEWAY COAST & GLENS BOROUGH COUNCIL  
CULTURE, ARTS AND HERITAGE STRATEGY 2016 – 2021

Causeway Coast & Glens Borough Council

# **‘Open Doors to Culture’**

Draft Culture, Arts & Heritage  
Strategy  
2016 – 2021



## **Why Culture, Arts & Heritage matters -Current context & drivers**

- Resources- myriad of cultural activity, public art, festivals & events, history and heritage
- Wealth of cultural assets
- Cultural regeneration opportunities
- Creative Arts Sector represents 5% of British economy (£76.9bn) versus public investment of 0.3% of total public expenditure
- Significant returns where there has been cultural capital investment
- Heritage is vital to tourism

## **Broad strategic context**

- Programme for Govt
- DCAL - developing 10 year Cultural Strategy for NI
- Arts Council of NI
- NI Museums Policy
- Tourism NI
- CC&G Tourism & Destination Management
- Recognition of importance of creative cultural industries as growth sector



## **Corporate Context/backdrop:**

- Opportunity to restructure, align & integrate service
- Stringent economic environment and varying levels of service provision
- Council Strategy for 2015-19 – strategic context ‘
- Integrated Cultural Services structure agreed
- Recognition of significant Culture, Arts & Heritage assets within area
- Council agreement to commission 5 year Culture, Arts & Heritage

Strategy

## **Legacy Provision: 2014/15**

158 cultural events - music, drama, dance, film, talks, tours, literary events

- 18,073 people attended events
- 48,365 people visited 56 exhibitions in our cultural venues
- 4,776 participants in 260 creative workshops/courses
- 3,985 participants in 88 community projects
- 75,199 = Total number of people participating/ attending a cultural services events
- 1,150 volunteer hours
- 188 groups with 14,332 people booked our cultural venues



## **Shaping a new Culture, Arts & Heritage Service – the approach**

- Recognition of differences in legacy provision
- Overall objective to develop innovative, inclusive, affordable & accessible service
- Internal analysis Situational analysis & review analysis
- Wider situational review, including cultural assets mapping and policy analysis
- Stakeholder and Community Consultation and Engagement
- Analysis, draft strategy, additional consultation on key priorities
- Draft strategy to Council
- Result:- Strategy that builds on existing infrastructure to develop integrated Service

## **Key Themes, Strategic Aims and Outcomes**

### **Overall strategic aim**

To ensure that both local ratepayers and visitors to the area have continuous access to high quality, accessible, inclusive and affordable cultural services, including arts museums and heritage.

### **Key Themes/priorities**

- Enhancing Cultural Venues and Assets
- Investing in creative learning & skills development
- Supporting History, Heritage and Cultural activity
- Participation, Inclusion & Equality    Communication & Advocacy



## **High level/key outcomes:**

- Our cultural life will reflect our reputation as an area of natural beauty
- Increased access to and participation in cultural activities and events
- Increased and appropriate partnerships will be in place
- Cultural assets maximised by working in partnership
- Increased levels of collaboration and sustainability
- CAH is a social and economic driver for the area and is recognised as such
- Strengthened cultural infrastructure
- Causeway Coast and Glens will be seen as a culturally vibrant area

## **How will we measure success? - High level Key Performance Indicators**

- 200+ events, 20 groups funded or supported, 32,000 participants, attendances/visitors in workshops, activities, events, funded projects etc
- 1 x Cultural venues Business Development & fundraising Plan completed
- 200+ objects accessible on line
- At least 15 partnerships and/or collaborative initiatives in place
- 60 x exhibitions/workshops/events, with 20,000 visitors & users and 10 groups engaged with museums & heritage services
- 20 x volunteers and volunteering programmes supported
- 1 x Stakeholder group/ forum established
- Outcome focused approach to implementation