

Causeway Coast and Glens Borough Council

To: Leisure & Development Committee

Terms of Reference for Culture, Arts & Heritage Strategy (2016-2021)

14th April 2015

For Decision

11.0 Report to Committee

Linkage to Interim Corporate Plan	
Strategic Themes	Transition and Transformation Health & Wellbeing Cohesive Community
Lead Officer	Richard Baker - Director of Leisure & Development Margaret Edgar – Cultural Services Manager
Cost: (If applicable)	£15,000

The purpose of this report is to seek approval from Members for the draft Terms of Reference to develop the 5 year integrated Culture, Arts and Heritage Strategy, and 3 year action plan.

11.1 Background

Across the new Causeway Coast & Glens Borough Council area, there are currently different levels of arts, culture and heritage service provision. There is an imperative to consider new ways of working and service delivery to maximise efficiencies and ensure equality of access across the new council area.

Purpose of Terms of Reference

The Causeway Coast & Glens Borough Council wishes to appoint suitably qualified and experienced consultants to develop a 5 year Integrated Culture, Arts & Heritage Strategy to cover the period 2016–2021 and 3 year Action Plan to cover the period 2016-2019 for the new Causeway Coast & Glens Borough Council.

Objective

The overall objective of the project is to develop an innovative and integrated Cultural Services Strategy for the new Council by October 2015 that will:

- Ensure our 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 local, regional and national strategies (including social and economic strategies) and inform the new Community Plan for the Causeway Coast and Glens Borough Council area.

11.2 Services Required

- A situational review of current policies, context, services, resources, core values and a situational analysis which will include:
 - An assessment of relevant best practice from other councils in Northern Ireland, Great Britain and the Republic of Ireland and other relevant organisations.
 - A review of existing partnership arrangements including current local arts and museum/heritage committee structures, Causeway Coast Arts, Riverside Theatre and recommendations for future partnership models for the delivery of the strategy.
 - A review of current, relevant policies at a local, regional and national level (see appendix A).
- Consultation with key stakeholders (see Appendix B).
- Development of a 5 year strategy for the new Culture, Arts and Heritage Service taking cognisance of the overall vision and objectives contained within the council's Corporate Plan.
- Key measurable outcomes and suitable methodologies and resources required to address these.
- A 3 year Action Plan for the strategy.

In addition, recommendations should be identified for the following:

- Future partnership models for the delivery of the strategy.
- Opportunities to support and promote economic growth through the development of the creative industries.
- Opportunities to support regeneration of towns and villages through culture, arts and heritage.
- Opportunities to support the development of cultural tourism.
- The development of special projects and the potential to attract large scale and/or international cultural festivals, events, seminars etc to the area.
- Further development of the unique selling points of the service.

Outputs

- A situational analysis.
- Comprehensive consultation with the sector and other key stakeholders.
- Provision of strategic vision, direction and delivery for the integrated and innovative culture, arts and heritage service across the Causeway Coast and Glens Borough Council area 2016-21.
- Key measurable performance indicators, outcomes and suitable methodologies and resources required to address these.
- A 3 year Action Plan for the strategy 2016-19.
- Recommendations for:
 - Future partnership models for the delivery of the strategy.
 - Opportunities to support and promote economic growth through the development of the creative industries.
 - Opportunities to support regeneration of towns and villages through culture, arts and heritage.
 - Opportunities to support the development of cultural tourism.
 - The development of special projects and the potential to attract large scale and/or international cultural festivals, events, seminars etc to the area.
 - Further development of the unique selling points of the service.

Outcomes

- Strengthening of the culture, arts and heritage infrastructure across the Causeway Coast & 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:
 - Promoting equality and tackling social exclusion.
 - Promoting good relations, developing social capital and encouraging community development.
 - Improving the health and wellbeing of the local community.
 - Contributing positively to economic regeneration and the tourism product.
 - Skills development, education and life-long learning.
 - Promoting citizenship and civic pride.
 - Maximising the USPs of the Causeway Coast and Glens Borough Council area.

11.5 Project Delivery

Timescale

The project will commence as soon as possible and must be completed by October 2015.

Costs

The maximum total cost for the project will be **£15,000 (exclusive of VAT)**. A detailed breakdown of the costs structure for the project is required. All costs should be in pounds sterling and quoted exclusive of VAT. In respect of consultancy fees a clear indication of a daily rate based on a 7 hour day must be provided. It is anticipated that all venues for consultation/engagement will be based in Council premises with no cost to the deliverer.

Programme Management

The successful applicant will be required to develop a sustainable delivery mechanism and be responsible for the overall management of the initiative. The successful applicant will be responsible for meeting with the management team at the following stages:

- On appointment, to agree a forward work plan and the proposed implementation.
- On a regular basis throughout the lifetime of the project, or at the end of agreed natural stages, to review progress against outputs and set targets for the next stage.
- On completion of the project.

11.5 Recommendation

It is recommended that Causeway Coast and Glens Borough Council agree to the Terms of Reference for the development of an integrated Arts, Culture and Heritage Strategy and the appointment of a consultancy team.

APPENDIX A

The strategy should take into account:

- Central government and other relevant policies and strategies including Programme for Government, DCAL policy, NI Museum policy, ACNI policy, OFMDFM policies, DHSSPS policy, Creative Industries & Craft NI strategies.
- The vision and key strategic themes outlined within the Interim Corporate Plan for the Causeway Coast and Glens Shadow Council 2014/15. The new corporate plan is currently in development.
- Existing council culture, arts and heritage strategies eg Causeway Museum Service Strategic Plan 2014-16.
- Other strategies for the Causeway Coast & Glens Borough Council which are either completed or in final draft form and will link into Culture, Arts & Heritage. These include:
 - Community Services
 - Economic Development
 - Tourism
 - Regeneration, Health, Well Being and Sport
 - Outdoor Recreation.
- Existing physical infrastructure.
- Upcoming European funding opportunities (eg Creative Europe).

APPENDIX B

Consultation and engagement with key stakeholders to help determine needs and priorities should include but is not restricted to the following:

- Causeway Coast & Glens Borough Council Councillors & Officers
- Local community and voluntary groups
- Current arts and heritage committees
- Friends of Museum groups
- Schools, colleges, University of Ulster
- Riverside Theatre
- Big Telly Theatre Company
- Audiences/users/visitors
- Creative practitioners/artists resident in the area
- Department for Culture, Arts and Leisure, NI Museums Council, Arts Council of NI, Heritage Lottery Fund, NI Environment Agency, Audiences NI, Community Arts Partnership, Arts and Disability Forum, Department of Health, Social Services & Public Safety
- General public – to include an innovative, cost effective approach to target non-users
- Representatives from all Section 75 categories