Appendix 1: Consultation List

The following provides a list of over 50 stakeholders consulted during the course of this project.

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maurice Kinkead</td>
<td>Chief Executive</td>
<td>East Belfast Partnership</td>
</tr>
<tr>
<td>Wendy Langham</td>
<td>Programme Manager Connswater Greenway</td>
<td>East Belfast Partnership</td>
</tr>
<tr>
<td>Heather Chesney</td>
<td>Administration &amp; Communications Officer</td>
<td>East Belfast Partnership</td>
</tr>
<tr>
<td>Mimi Turtle</td>
<td>Chief Executive</td>
<td>Strand Arts Centre Strand Arts Centre (&amp; chair of 2013 East Belfast Arts Festival)</td>
</tr>
<tr>
<td>Deirdre Robb</td>
<td>Visual Arts Officer</td>
<td>ACNI and Creative Exchange Studios</td>
</tr>
<tr>
<td>Conor Keenan</td>
<td>Lower Ormeau Advice Centre</td>
<td>Sinn Fein</td>
</tr>
<tr>
<td>Jan Carson</td>
<td>Education &amp; Outreach Officer</td>
<td>Ulster Hall</td>
</tr>
<tr>
<td>Alison Smith</td>
<td>Voluntary Organiser</td>
<td>Wandsworth Community Centre</td>
</tr>
<tr>
<td>Glenn Stewart</td>
<td>Managing Director</td>
<td>McCadden Design</td>
</tr>
<tr>
<td>Davy Matchett</td>
<td>Promoter</td>
<td>Third Bar</td>
</tr>
<tr>
<td>Brenda Kent</td>
<td>Co-ordinator</td>
<td>ADEC</td>
</tr>
<tr>
<td>Stuart Baille</td>
<td>Chief Executive</td>
<td>Oh Yeah Music Centre</td>
</tr>
<tr>
<td>Máirtín Ó Muilleoir</td>
<td>Lord Mayor of Belfast</td>
<td>Belfast City Council</td>
</tr>
<tr>
<td>Carolyn Mathers</td>
<td>Arts, Heritage &amp; Tourism Officer</td>
<td>Belfast City Council</td>
</tr>
<tr>
<td>Brian Johnston</td>
<td>Arts, Heritage &amp; Tourism Manager</td>
<td>Belfast City Council</td>
</tr>
<tr>
<td>Helen Carey</td>
<td>Product Marketing Officer</td>
<td>NI Tourist Board</td>
</tr>
<tr>
<td>Kevin Gamble</td>
<td>Director</td>
<td>Féile an Phobail Festival</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Organisation/Role</td>
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<tr>
<td>Hugh Odling-Smee</td>
<td>Festival Director</td>
<td>C S Lewis Festival &amp; Belfast Book Festival</td>
</tr>
<tr>
<td>Roisin McDonagh</td>
<td>CEO</td>
<td>Arts Council for Northern Ireland</td>
</tr>
<tr>
<td>Damian Smyth</td>
<td>Literary Officer</td>
<td>Arts Council for Northern Ireland</td>
</tr>
<tr>
<td>Sean Kelly</td>
<td>Director</td>
<td>Cathedral Quarter Arts Festival</td>
</tr>
<tr>
<td>Alan Kane</td>
<td>Chief Executive</td>
<td>Craft NI</td>
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<tr>
<td>Kerry Sweeney</td>
<td>Chief Executive</td>
<td>Titanic Foundation</td>
</tr>
<tr>
<td>Siobhan McCartney</td>
<td>Community &amp; Education Officer</td>
<td>Titanic Belfast</td>
</tr>
<tr>
<td>Julie Hastings</td>
<td>Marketing Director</td>
<td>Hastings Hotels</td>
</tr>
<tr>
<td>Mervyn Gibson</td>
<td>Minister</td>
<td>Westbourne Church and Chair of East Belfast Partnership Board</td>
</tr>
<tr>
<td>Matt Minford</td>
<td>Director</td>
<td>Forfey production company and Forfey Festival</td>
</tr>
<tr>
<td>Glenn Jordan</td>
<td>Director</td>
<td>Skainos</td>
</tr>
<tr>
<td>Paul McMordie</td>
<td>Director</td>
<td>Ossia Music School</td>
</tr>
<tr>
<td>Gareth Dunlop</td>
<td>Singer/songwriter</td>
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<tr>
<td>Arthur Scott</td>
<td>Head of Culture</td>
<td>DCAL</td>
</tr>
<tr>
<td>Ali Fitzgibbon</td>
<td>Chief Executive</td>
<td>Young at Art</td>
</tr>
<tr>
<td>Lorraine Brett</td>
<td>Arts Manager</td>
<td>Arts &amp; Business</td>
</tr>
<tr>
<td>Harry Lamb</td>
<td>Promoter</td>
<td>Woodstock R n B Festival</td>
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<tr>
<td>Adam Turkington</td>
<td>Festival Director</td>
<td>Culture Night &amp; Seedhead Arts</td>
</tr>
<tr>
<td>David Boyd</td>
<td>Chief Executive</td>
<td>The Beat</td>
</tr>
<tr>
<td>Kieran Gilmore</td>
<td>Director</td>
<td>Festivals Forum &amp; Open House Festival</td>
</tr>
<tr>
<td>Anthony Toner</td>
<td>Singer/Songwriter</td>
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</tr>
<tr>
<td>Ross Graham</td>
<td>Director</td>
<td>Generator NI</td>
</tr>
<tr>
<td>Name</td>
<td>Occupation</td>
<td>Organisation/Position</td>
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</tr>
<tr>
<td>Mandy Patrick</td>
<td>Director</td>
<td>Park Avenue Hotel</td>
</tr>
<tr>
<td>Andrea Montgomery</td>
<td>Theatre Director</td>
<td>Terra Nova</td>
</tr>
<tr>
<td>Kaz Hawkins</td>
<td>Singer/Songwriter</td>
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<tr>
<td>Dan Gordon</td>
<td>Actor/writer</td>
<td></td>
</tr>
<tr>
<td>Gavin Robinson</td>
<td>Junior Minister</td>
<td>OFMdFM and BCC</td>
</tr>
<tr>
<td>Will Chamberlain</td>
<td>Chief Executive</td>
<td>Belfast Circus</td>
</tr>
<tr>
<td>Peter Spratt</td>
<td>Director</td>
<td>Anderson Spratt Group</td>
</tr>
<tr>
<td>Sammy Douglas</td>
<td>MLA</td>
<td>NI Assembly</td>
</tr>
<tr>
<td>Ashleigh Craig</td>
<td>Research &amp; Policy Officer</td>
<td>ACNI</td>
</tr>
<tr>
<td>Mike Dobson</td>
<td>Belfast representative</td>
<td>National Trust</td>
</tr>
<tr>
<td>Paula McFettridge</td>
<td>Artistic Director</td>
<td>Kabosh Theatre Company</td>
</tr>
<tr>
<td>George Newell</td>
<td>Community Worker</td>
<td>East Belfast Historical &amp; Cultural Society</td>
</tr>
<tr>
<td>Deirdre Hargey</td>
<td>Chair of Development Committee</td>
<td>Belfast City Councillor</td>
</tr>
<tr>
<td>Bernie McConnell</td>
<td>Centre Manager</td>
<td>Short Strand Community Forum</td>
</tr>
<tr>
<td>Michael Briggs</td>
<td>Director</td>
<td>East Belfast Community Development Association</td>
</tr>
<tr>
<td>Keith Acheson</td>
<td>Director</td>
<td>Crescent Arts Centre</td>
</tr>
<tr>
<td>Ruth Cooper</td>
<td>General Manager</td>
<td>Replay Theatre Company</td>
</tr>
<tr>
<td>Audrey O’ Breham</td>
<td>Volunteer</td>
<td>East Belfast Arts Festival</td>
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</tbody>
</table>
*A volunteer focus group was also undertaken as part of the consultation for the arts strategy. The group comprised of a mixed age range of seven local men who volunteer for the East Belfast Partnership at arts events and activities.
Appendix 1: East Belfast Partnership
Arts Strategy

Stage 1 Implementation Plan to March 2015

Developed by:
Courtney Consulting Ltd
www.courtneyconsulting.co.uk

November 2013
Introduction

The following outlines the key operational objectives that need to be achieved by March 2015 in order to make appropriate progress in achieving the aims and priorities of the Arts Strategic for East Belfast. A Stage 2 Implementation Plan will be developed and agreed by December 2014.

Promote Creativity and enjoyment of the arts in East Belfast

Aim 1: To demonstrate, promote and celebrate the experiences, creativity, skills, rich heritage and potential of East Belfast

Operational objectives for the period to March 2015:

1.1. Identify and research key individuals and events that highlight the rich artistic and creative heritage of East Belfast

   1.1.1. Research significant dates that relate to particular individuals and events in the life of East Belfast that are worthy of celebration, by March 2014

1.2. Celebrate the rich artistic heritage and talent of East Belfast through appropriate festivals, art and other activities

   1.2.1. Engage in discussions with the Woodstock R & B Festival about building their capacity, branding, developing an event around the legacy of Gary Moore, and increasing their presence to audiences in East Belfast and agree their 2015 activities in East Belfast and support required by September 2014

   1.2.2. Engage in discussions with the other existing festivals based in East Belfast (e.g. C S Lewis Festival, Dundela/Wilgar, Cultural Diversity Festival etc.) about building their capacity, branding and increasing their presence to audiences in East Belfast and agree their 2015 activities in East Belfast and support required by September 2014

   1.2.3. Engage in discussions with a range of theatre companies in Belfast about how best to celebrate the important anniversaries of Sam Thompson and Stewart Parker and the theatre legacy of John Boyd and agree actions by October 2014

   1.2.4. Engage in discussions about how best to celebrate the anniversaries of key literary figures from East Belfast, including Sam Hanna Bell, Forrest Reid, George A Birmingham (prose) and WR 'Bertie' Rodgers (poetry) and agree actions by November 2014

   1.2.5. Commission a case for the establishment of Belfast’s Literary Centre in East Belfast
1.2.6. Engage in discussions with theatre companies in Belfast about developing socially inclusive theatre work in inner East Belfast that reflects the lives and stories of local adults and agree actions by December 2014

1.2.7. Engage in discussions with crafts and visual arts groups and individuals in East Belfast about how best to expand their capacity in East Belfast and agree actions by December 2014 (see also the objective in relation to a crafts and visual arts hub below)

1.2.8. Engage in discussions with other arts organisations based in East Belfast (e.g. Agendance, Belfast Performing Arts School, Vibe Dance Academy, Skewiff and Belfast Operatic) about building their capacity and increasing their presence to, and engagement with, audiences in East Belfast and agree their 2015 activities in East Belfast by September 2014

1.2.9. Discuss with the John Hewitt Society the potential for an event in East Belfast in relation to the poet, by October 2014

1.2.10. Discuss with "The Poet" the potential for putting on poetry evenings, by September 2014

1.2.11. Create a partnership to organise regular Creative Industry Days, focusing on the music industry and moving image and digital industries, in East Belfast, by August 2014

1.2.12. Belfast Arts branded festivals planned for 2015, whether this needs to be enhanced, and what East Belfast Arts staff is required to support this programme, by December 2014

1.3.  **Actively promote the voluntary arts in East Belfast**

1.3.1. Develop a partnership with Voluntary Arts Ireland in order to stimulate grassroots voluntary participation in arts activities across East Belfast, and agree an action plan by March 2014

**Arts led Regeneration**

Aim 2: To actively support the regeneration of East Belfast through the arts

**Operational objectives for the period to March 2015:**

2.1.  **Promote the establishment of appropriate and co-ordinated public art**
2.1.1. Agree a co-ordinated plan with East Belfast Partnership, ACNI and BCC for the development of public art in East Belfast by September 2014

2.2. Promote the development of the Strand as a dedicated arts centre

2.2.1. Commission a feasibility study and business plan for the development of the Strand as an Arts Centre by April 2014

2.3. Promote the development of other appropriate venues for the arts in East Belfast

2.3.1. Identify all the current and potential venues for the arts in East Belfast by March 2014

2.3.2. Engage in discussions with each of the other current and potential venues (inc. Longfellows, Bennetts, Horatio Todds, Park Avenue Hotel, Stormont Hotel, Dundela Football Club, S D Bells, East Belfast Network Centre, Westbourne Presbyterian Church, Skainos, Willowfield Parish/Micah Centre, Templemore Baths) to identify their ideas and interest in the future development of the venue for the promotion of the arts and what advice and/or support they require by September 2014

2.3.3. Explore the availability of affordable spaces available for theatre/drama/dance rehearsals by February 2015

2.3.4. Commission a feasibility study and business plan for the development of a visual arts (and craft) centre with gallery and incubation/workspace studios in the area (including visiting successful dynamic creative hubs elsewhere in the UK and Ireland) to report by December 2014

2.3.5. Develop a partnership with the National Trust (and the Preservation Trust/Friends of Belmont Tower) in relation to the development of Belmont Tower as a literary hub (education (e.g. creative writing classes, history talks), participation (e.g. book club; writing competitions; reminiscence; open mike poetry/prose nights) and performance (e.g. poetry and prose by renowned writers; singer/songwriters) and agree actions by September 2014

2.3.6. Engage in discussions with Ballyhackamore, Inverary and Holywood Arches Libraries to identify their ideas and interest in the future development of the venues for the promotion of the arts, esp. literature for children and adults by June 2014

November 2013
2.3.7. Consider the potential to develop new attractive venues that reflect the heritage of George Best, C S Lewis and/or Van Morrison by December 2014

2.3.8. Commission a feasibility study and business plan for the development of an attractive music-based arts venue, like the Black Box, or an arts-promoting gastro-pub (like the John Hewitt in Donegal Street) in East Belfast and agree actions by October 2014

2.3.9. Agree an action plan for the development of key cultural/leisure hubs/‘Hot Spots’ (e.g. Skainos/Westbourne/Templemore; Holywood Arches; Strand/Park Ave/lower Belmont Road; Ballyhackamore; Belmont Tower) for artistic and evening leisure activities in East Belfast by December 2014

2.3.10. Support the development of Westbourne as an heritage exhibition and event centre and agree actions by June 2014

2.3.11. Explore ways that public outlets, such as shops and restaurants can share in the celebration of the arts in East Belfast and agree actions by January 2015

2.4. Partner with the Connswater Community Greenway to promote the arts

2.4.1. Develop a partnership with Connswater Community Greenway to promote the arts throughout the Greenway, and through its launch, by June 2014

2.5. Partner with the Titanic Quarter in the development of the arts

2.5.1. Develop a partnership with the Titanic Quarter Ltd, Titanic Foundation and Titanic Belfast as to how best the Titanic Quarter can help support the development of the arts in East Belfast by September 2014

2.6 Promote the development of the creative and cultural industries in East Belfast

2.6.1. Develop a partnership with CraftNI in relation to the development of the craft industry in East Belfast and agree actions by June 2014

2.6.2. Develop a partnership with ScreenNI in relation to how both the heritage of key East Belfast individuals in the film industry and current and planned film activities in Belfast (e.g. Dracula in the Britvic factory and *Games of Thrones* in the Old Paint Hall on Queen's Road) could be used to promote and celebrate film and television in East Belfast and agree actions by June 2014
2.6.3. Develop a partnership with Cinemagic about extending their reach in East Belfast and agree actions by December 2014

Arts led Tourism

Aim 3: To welcome visitors to East Belfast in a way that will ensure that they will want to come back and support the development of East Belfast as a tourist destination

Operational objectives for the period to March 2015:

3.1. Build appropriate collaborations between tourist accommodation/attractions and the arts in East Belfast

3.1.1. Build the partnership with Connswater Community Greenway in relation to arts programmes as part of the Greenway (see objective above)

3.1.2. Discuss the role of the Holywood Arches Tourist Information Centre/”Best of East” in operating as a staging post for the arts in East Belfast and agree actions by September 2014

3.1.3. Develop a partnership with the NI Tourist Board and Belfast City Council in relation to the mutual role of the arts in promoting tourism and vice-versa in East Belfast, and agree an action plan by December 2014

3.1.4. Develop ‘familiarisation visits’ to the area for tourism agencies and media by March 2015

3.1.5. Partner with PRONI and East Belfast Historic Society to build and highlight the understanding of East Belfast’s rich heritage, and agree an action plan by December 2014

3.1.6. Consider the potential tourist trails from the Titanic Quarter and each of the of key cultural/leisure hubs/’Hot Spots’ in East Belfast and ways of ensuring there is always something of interest to tourists within 350 yards, and agree actions with East Belfast Partnership, Belfast City Council and NITB by December 2014

3.2. Create a programme of appropriate festivals and other activities that would be attractive to tourists

3.2.1. Agree the 2014 programme of festivals and other arts activities/events in East Belfast that should be branded as part of East Belfast Arts offer and marketed to tourists, by March 2014
3.2.2. Agree the 2015 programme of festivals and other arts activities/events in East Belfast that should be branded as East Belfast Arts (or agreed brand) and marketed to tourists, by December 2014

3.3. Develop venues for arts activities which would be attractive to tourists

3.3.1. Agree an action plan with the NI Tourist Board, Belfast City Council and East Belfast Partnership in relation to the development of tourist venues in East Belfast, by December 2014

Social Inclusion & Diversity

Aim 4: To promote social inclusion and the celebration of diversity

Operational objectives for the period to March 2015:

4.1. Develop an arts programme for disabled people in East Belfast

4.1.1. Develop a partnership with drama/theatre companies and organisations working with people with learning disabilities to develop a theatre/drama programme for people with learning disabilities in East Belfast, by December 2014

4.1.2. Develop a partnership with the Arts & Disability Forum to develop a programme of arts for people with a physical or sensory disability in East Belfast by December 2014

4.2. Develop an arts programme for older people in East Belfast

4.2.1. Develop a partnership with Age NI and ACNI to develop an arts programme for older people in East Belfast by September 2014

4.3. Partner with ethnic minority groups to promote and celebrate cultural diversity in East Belfast

4.3.1. Engage in discussions with Beyond Skin and ArtsEkta in order to promote and celebrate cultural diversity in East Belfast and agree actions by December 2014

4.3.2. Identify specific minority ethnic groups and organisations in East Belfast and meet with them to discuss their arts and cultural celebrations that may have a wider role, and agree an action plan by December 2014

November 2013
4.4. Identify and address the needs and aspirations of the LGBT community in East Belfast in relation to the arts

4.4.1. Carry out/commission an assessment of the needs, aspirations and potential of the LGBT community in East Belfast in relation to the arts, to report by December 2014

4.5. Ensure the people of Short Strand are engaged in the development of the arts in East Belfast

4.5.1. Engage in discussions with representative groups in Short Strand in relation to their needs, potential and aspirations in relation to the arts, and agree an action plan by December 2014

Community Participation

Aim 5: To provide a diverse range of opportunities for community participation and personal expression and engagement through art and creativity

Operational objectives for the period to March 2015:

5.1. Develop a community arts engagement programme that focuses on disadvantaged areas of East Belfast

5.1.1. Engage in discussions with the Community Arts Partnership and East Belfast Community development agency, to identify the best way to develop a grassroots development programme for the arts in East Belfast to report by June 2014

5.1.2. Consider the feasibility of developing a community-based voluntary theatre company in East Belfast to report by September 2014

5.1.3. Develop a partnership with AudiencesNI and agree an action plan to actively promote Test Drive The Arts (or any successor voucher scheme) in inner East Belfast by June 2014

5.1.4. Explore ways of building on existing musical skills and collaboration in drumming, piping, and accordion and flute playing in a way that promotes the values of the Arts Strategy and agree actions by December 2014

5.1.5. Support the development of the "Fighting Words" initiative and the collaboration with WOMAD in Skainos and agree actions by September 2014
5.1.6. Build the relationship with the community centres in East Belfast, including Dee Street, Walkway, Inverary and Wandsworth, and agree actions to further develop arts activities in and from the community centre, by November 2014.

5.2. Develop relevant participatory programmes for children and young people

5.2.1. Develop a partnership with Young at Art, Wheelworks, The Beat and/or Belfast Community Circus School in order to develop grassroots participation in arts activities in East Belfast by October 2014.

5.2.2. Develop a partnership with an appropriate Theatre Company in order to develop grassroots engagement in drama/theatre/dance activities in East Belfast and agree actions by November 2014.

5.2.3. Engage in discussions with Belfast Metropolitan College as to how their Drama, Dance and Creative Media courses in East Belfast can contribute to the development of the arts in East Belfast and agree recommendations by December 2014.

5.2.4. Meet with each of the school principals in East Belfast to discuss in what way schools (which all have venues and captive audiences) could contribute to the development of the arts agenda and agree an action plan by December 2014.

5.2.5. Commission the feasibility of establishing a 'Talent School' in East Belfast providing training and coaching, or expanding existing provision, for young people in a range of participative arts (e.g. acting, dancing, singing) by January 2015.

5.2.6. Consider the feasibility of an East Belfast Carnival by December 2014.

Collaboration & Partnership

Aim 6: To promote sharing between the arts, cultural industries, and the built environment in all sectors

Operational objectives for the period to March 2015:

6.1. Develop and support appropriate collaborative governance structures to promote the arts in east Belfast, bringing together the key statutory and voluntary bodies

6.1.1. Agree a structure for East Belfast Arts that optimises collaboration with all the key agencies with a potential role in the development of the arts in East Belfast (a delivery Board, with a stakeholders’ forum, venues forum
Appendix 2 - Arts Strategy
Phase 1 Implementation Plan to March 2015

and practitioners' forum) by June 2014

6.1.2. Have identified a well-respected and influential individual to chair an East Belfast Arts Board and other appropriately skilled and experienced board members by September 2014

6.1.3. Have created a charitable company within the East Belfast Partnership family of companies by January 2015

6.2. **Develop appropriate collaborative arrangements in relation to the main art forms, each led by a key ambassador**

6.2.1. Agree the role description for arts ambassadors in East Belfast by May 2014

6.2.2. Identify the key individuals, with a strong link to East Belfast, in relation to each main art form (e.g. literature, visual arts, theatre, music) to approach to become ambassadors for that art form by June 2014

6.2.3. Have appointed the arts ambassadors by October 2014

6.2.4. Each ambassador, with support, to have brought together a collaborative grouping to discuss the development of their particular art form in East Belfast by December 2014

6.3. **Develop effective collaborative arrangements with arts organisations and festivals in other parts of the city**

6.3.1. Engage in discussions with Belfast festivals about extending their activities in East Belfast and agree their 2015 activities in East Belfast by November 2014

6.3.2. Engage in discussions with major arts organisations in other parts of Belfast, with a Belfast-wide (or NI-wide) remit or outreach commitment (e.g. Ulster orchestra, Lyric Theatre, MAC, Crescent Arts Centre), about extending their activities in East Belfast and agree their 2015 activities in East Belfast by November 2014

**Communications**

**Aim 7:** To communicate effectively to all the key stakeholders and the general public in East Belfast the rise of the arts in East Belfast

**Operational objectives for the period to March 2015:**

7.1. **Develop and actively build a database of all those engaged, or interested in, the arts in East Belfast**
7.1.1. Develop a segmented database of all those individuals and organisations engaged, or interested in, the arts in East Belfast by March 2014

7.1.2. Agree an action plan for building the database by May 2014

7.2. **Build public awareness of East Belfast as an vibrant area for the arts and effectively market arts initiatives in East Belfast and beyond**

7.2.1. Agree an appropriate brand for East Belfast Arts by March 2014

7.2.2. Ask venues, promoters, etc. to brand agreed arts related events with the agreed East Belfast Arts brand between April 2014 and March 2015

7.2.3. If it is agreed to organise an East Belfast Arts Festival, agree the PR contract for the 2015 East Belfast Festival by March 2015

7.3. **Communicate effectively with key stakeholders**

7.3.1. Agree the mechanism to meet regularly with key stakeholders e.g. BCC, ACNI, DCAL, NI Tourist Board, Audience NI, by March 2014

7.3.2. Prepare and distribute an annual report to all stakeholders to highlight progress by June 2014

7.4. **Develop and disseminate a regular newsletter about the arts in East Belfast**

7.4.1. Agree responsibility, format and frequency of a regular e-magazine about the development of the arts in East Belfast by June 2014

7.5. **Develop, implement and review an effective web, email and social media strategy**

7.5.1. Develop a primary website for the arts in East Belfast and responsibility and process for ensuring that it is regularly updated, by August 2014

7.5.2. Develop a social media strategy by August 2014
Income Generation

**Aim 8:** To generate sufficient income to achieve the sustainable development of the arts in East Belfast, and ensure these resources are managed effectively and efficiently

**Operational objectives for the period to March 2015:**

**8.1. Substantially increase statutory funding for the arts in east Belfast, including DCAL, ACNI, NITourist Board, Belfast City Council and CRC**

8.1.1. Acquire 3-year funding to appoint an Arts Development Co-ordinator and Community Arts Officer, with appropriate administrative and office support, by March 2014

8.1.2. Acquire the funding to commission the various research and feasibility studies in 2014/15 recommended in the Strategy, by March 2014

8.1.3. Agree the budget to support the planned programme of arts development and festivals in 2015/16 by January 2015

8.1.4. Identify the most appropriate funding sources to support the Stage 2 of the implementation of the Arts Strategy for East Belfast by November 2014

8.1.5. Acquire the funding to support the achievement of the 2015/16 implementation plan by March 2015

**8.2. Generate the commercial sponsorship for the arts in East Belfast**

8.2.1. Build the relationship with Business in the Community, Arts & Business and major companies based in East Belfast, with a view to business sponsorship and other in-kind contributions to the arts in East Belfast, and develop an action plan to further cultivate their potential, by September 2014

**8.3. Generate income from relevant charitable and lottery sources**

8.3.1. Identify the lottery and trust/foundation sources that may be potential funders of arts and activities in East Belfast by September 2014
8.4. Increase the sustainability of income generation for the arts in East Belfast

8.4.1. Explore ways of increasing the sustainability of income for the development of the arts in East Belfast and agree actions by January 2015

Organisational Development

Aim 9: To ensure the development of the appropriate plans, skills and infrastructure to achieve the agreed aims and objectives

Operational objectives for the period to March 2015:

9.1. Establish and manage dedicated staff resources to promote the arts in East Belfast

9.1.1. Appoint an Arts Development Co-ordinator, with appropriate administrative and office support by April 2014 (earlier if possible)

9.1.2. Appoint a Community Arts Development Officer by June 2014

9.1.3. Appoint a Director for the Strand Arts Centre by June 2014

9.1.4. Agree the staffing complement needed to achieve the Stage 2 Implementation Plan 2015/16 by October 2014

9.2. Promote volunteering in the arts in East Belfast

9.2.1. Develop a partnership with Volunteer Now and agree an action plan to develop a pool of volunteers to support festivals and other events in East Belfast, by January 2015

9.3. Recruit and support ambassadors for the arts in East Belfast

9.3.1. Ask key respected figures in each major artform to become voluntary ambassadors for the arts in East Belfast and to convene an informal group of their peers to suggest ways of animating their respective artform in East Belfast (see objective above)

9.4. Promote appropriate research and evaluation of the arts in East Belfast

9.4.1. Develop a partnership with ACNI, Audiences NI, NI Tourist Board and BCC and agree an action plan in relation to increasing intelligence about
attitudes to and participation in the arts in East Belfast by December 2014.

9.4.2. Agree an evaluation strategy of arts events in East Belfast by September 2014.

9.5. **To ensure the effective and efficient use of resources**

9.5.1. Agree the financial administration of East Belfast Arts by January 2014.

9.5.2. Appoint an experienced hon. treasurer for East Belfast Arts by September 2014.

9.6. **Ensure effective governance of East Belfast Arts**

9.6.1. Appoint a shadow East Belfast Arts Board (without legal powers) by June 2014.

9.6.2. Ensure appropriate membership and structure of the East Belfast Arts Board by January 2015 and in particular:

- Appoint an independent chair who will command respect and attention with funders.
- Recruit members from the private sector who are in a position to link to potential sponsors.
- Recruit members with an interest in the arts with strong third sector governance experience.
- Avoid and, where appropriate, manage conflicts of interest with those promoting, delivering or hosting arts events.
- Develop good practice in terms of third sector governance.
- Develop a venues' forum, without formal decision-making authority.
- Develop a non-decision-making forum of arts practitioners, organisations and promoters.
- Develop a Schools forum covering the range of arts in schools.
Appendix 3: Market Overview

Ballymacarrett Area
Island Area
Mount Area
Woodstock Area
Statistics about East Belfast

Some of the key statistics for east Belfast are as follows:

The population of East Belfast (Assembly constituency) is 92,221

It is the 6th most deprived Assembly area (out of 18) in Northern Ireland

18.52% are aged 16 or under

17.38% are aged 65 or over

13.77% of households are aged 65+ and in single person households

8.34% of households are single parent households with dependent children

The average age is: 39 years

97.14% are white

75.4% are Protestant or other religion; 12.7 are Catholic

22.29% have a long-term health problem or disability that limit their day-to-day activities

12.59% are unpaid carers

34.4% live in rented accommodation

28.53% of households do not have access to a car

39% have no or low qualifications 4 GCSEs or less

4.24% are unemployed

Deprivation in Inner East Belfast

East Belfast is very divided between outer East Belfast, which includes many wealthy areas and inner East Belfast which includes many areas of very significant deprivation, particularly within the most deprived wards: Ballymacarrett, Woodstock, The Mount and Island.

Some of the key statistics for these wards are highlighted below:
<table>
<thead>
<tr>
<th></th>
<th>Ballymacarrett</th>
<th>The Mount</th>
<th>Woodstock</th>
<th>Island</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Multiple deprivation ranking</strong></td>
<td>18&lt;sup&gt;th&lt;/sup&gt; most deprived (Within worst 5%)</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; most deprived (Within worst 5%)</td>
<td>39&lt;sup&gt;th&lt;/sup&gt; most deprived (Within worst 10%)</td>
<td>92&lt;sup&gt;nd&lt;/sup&gt; most deprived (within worst 20%)</td>
</tr>
<tr>
<td><strong>Population</strong></td>
<td>4,908</td>
<td>5,591</td>
<td>5,445</td>
<td>5,014</td>
</tr>
<tr>
<td><strong>Av. h'hold size</strong></td>
<td>2.14</td>
<td>2.07</td>
<td>2.05</td>
<td>2.06</td>
</tr>
<tr>
<td><strong>Aged under 16</strong></td>
<td>21.31%</td>
<td>19.8%</td>
<td>17.78%</td>
<td>20.38%</td>
</tr>
<tr>
<td><strong>Lone parent households</strong></td>
<td>18.50% of households were lone parents with dependent children</td>
<td>13.64% of households were lone parents with dependent children</td>
<td>12.66% of households were lone parents with dependent children</td>
<td>13% of households were lone parents with dependent children</td>
</tr>
<tr>
<td><strong>Aged 65 or over</strong></td>
<td>13.79%. 14.06% households contain a single person aged 65+</td>
<td>10.87%. 9.61% households contain a single person aged 65+</td>
<td>12.05%. 11.91% households contain a single person aged 65+</td>
<td>12.26% households contain a single person aged 65+</td>
</tr>
<tr>
<td><strong>Ethnicity &amp; religion</strong></td>
<td>97.17% white 51.39% Catholic 41.16% Protestant &amp; other Christian</td>
<td>96.49% White. 16.13% Catholic;68.32 Protestant and other Christian</td>
<td>93.59% white 19.38% Catholic 63.31 Protestant or other Catholic 69.78% Protestant or other 23.73% long-term health problem or disability</td>
<td></td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td>30.11% long-term health problem or disability 21&lt;sup&gt;st&lt;/sup&gt; most deprived ward in NI for health &amp; disability</td>
<td>25.25% long-term health problem or disability 25&lt;sup&gt;th&lt;/sup&gt; most deprived ward in NI for health &amp; disability</td>
<td>23.38% long-term health problem or disability</td>
<td></td>
</tr>
<tr>
<td><strong>Age at death in years</strong></td>
<td>77</td>
<td>69</td>
<td>74</td>
<td>77</td>
</tr>
<tr>
<td>(NI ave: 79)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appendix 3: Market Overview</td>
<td>Living</td>
<td>Environment Unpaid carers</td>
<td>The 12th most deprived ward in NI</td>
<td>5th most deprived ward in NI</td>
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<tr>
<td>-----------------------------</td>
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</tr>
<tr>
<td><strong>Unpaid carers</strong></td>
<td></td>
<td></td>
<td>10.98%</td>
<td>10.23%</td>
</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
<td>64.56% in rented accommodation</td>
<td>63.06% in rented accommodation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1,320 in receipt of housing benefit</td>
<td></td>
</tr>
<tr>
<td><strong>Vehicle</strong></td>
<td></td>
<td></td>
<td>57% have no access to a car or van</td>
<td>50.96% have no access to a car or van</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>23.7% of drivers are registered disabled (NI Av 8%)</td>
<td>12.8% of drivers are registered disabled (NI Av 8%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>60.82% have no or low qualifications (4 GCSEs or less)</td>
<td>50.25% have no or low qualifications (4 GCSEs or less)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Only 41.4% who left school in 2011/12 gained 5+GCSEs at grade C or above</td>
<td>Only 40% who left school in 2011/12 gained 5+GCSEs at grade C or above</td>
</tr>
<tr>
<td><strong>Education &amp; Qualifications</strong></td>
<td></td>
<td></td>
<td>6th most deprived ward in NI for education, training &amp; skills. 38.4% statemented or SEN (NI Av: 18%)</td>
<td>13th most deprived ward for education, training &amp; skills. 32.7% statemented or SEN (NI Av: 18%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>47.24% have no or low qualifications. Only 47.5% who left school in 2011/12 gained 5+GCSEs at grade C or above</td>
<td>44.21% have no or low qualifications (4 GCSEs or less)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Only 40% who left school in 2011/12 gained 5+GCSEs at grade C or above</td>
<td>Only 48.2% who left school in 2011/12 gained 5+GCSEs</td>
</tr>
<tr>
<td><strong>% free school meals</strong></td>
<td></td>
<td></td>
<td>52.1%</td>
<td>Unknown</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>48.2%</td>
<td>33.9%</td>
</tr>
</tbody>
</table>
East Belfast Partnership
Arts Strategy
Appendix 3: Market Overview

### Deprivation Summary

The four wards in inner east Belfast are some of the most deprived areas in Northern Ireland after West Belfast. Some of the key facts are:

- 23-30% of the population has long-term health problems or a disability that affect their day-to-day activities
- 32-46% is economically inactive
- Living in these wards you are likely to die between two and ten years earlier than the NI average
- A considerable number of households (at least 4,780) are dependent on benefits to survive
- Two-thirds live in rented accommodation
- More than half have no access to a car or van
- More than 10% are unpaid carers
- 32-39% of the children are statemented or have SEN
- About half the adult population have no or low qualifications; and
- Each year less than half of those leaving schools are managing to gain at least 5 GCSEs at A-C.
Conclusion on market overview

The potential for major impact from an arts strategy is significant given that there are a very high number of people in inner East Belfast who are:

- economically inactive
- have long-term health problems or disability
- dependent on various kinds of benefits
- have poor level of educational outcomes

This particular market are:

- unlikely to travel outside of East Belfast to attend an arts event
- have little disposable income to purchase tickets for expensive arts events/activities
- are likely to be put off by events that they see as 'highbrow' and 'not for the likes of me'

In inner East Belfast, therefore, a community arts approach is likely to be much more successful, with low cost or free events in venues that they would be comfortable going to.

However, this is only one side of the same coin and the contrast couldn't be sharper with the profile of the average household in outer East Belfast, which generally has significant disposal income and would often attend arts events in central Belfast. While on other occasions they may go for a meal in a restaurant in East Belfast, they generally do not go to pubs in East Belfast, or go to arts events in East Belfast.

This outer East Belfast market are therefore more likely to engage with traditional arts events and activities.

Overall an arts strategy for the area offers a fantastic opportunity to unite inner and outer East Belfast across current socio-economic and community barriers.
Appendix 4: Public Policy & Funding Context

Introduction

The Arts Strategy for East Belfast is only going to be successful if it is backed by all the key government departments and agencies, as well the groups and organisations in East Belfast.

Below is an analysis of the key public policy documents that support the ambitions of the East Belfast Arts Strategy, including the following key departments and agencies:

DCAL
Arts Council for Northern Ireland
Belfast City Council
DETI
NI Tourist Board
Invest NI
OFMdFM
Community Relations Council

Department of Culture, Arts and Leisure (DCAL)

The Department of Culture, Arts and Leisure (DCAL) is the main government department with responsibility for the arts and creativity in Northern Ireland. It has a total budget of £589,400,000 for the period between 2011 to 2015, or an average of £147,100,000 per year, although the budget for the arts in 2013-14 and 2014-15 is significantly less than the budgets for the previous two years. The key relevant aspects of its Corporate Plan and Balanced Scorecard are as follows:

Mission: To deliver economic growth and to enhance the quality of life in Northern Ireland by unlocking the full potential of the culture, arts and leisure sectors.

DCAL’s Corporate Plan has 5 Strategic Pillars, which relate to the Programme for Government as follows:
**Economy:** We will enhance the contribution of the culture, arts and leisure sectors in growing and rebalancing the economy.

**Education:** We will maximise the benefits of learning visits and experiences through our culture, arts and leisure infrastructure.

**Health:** We will enable as many people as possible to develop healthy lifestyles through regular participation in culture, arts and leisure activities.

**Environment:** Through interventions in the culture, arts and leisure sectors, we will protect and enhance the quality of the environment.

**Social inclusion and Equality:** We will enable the population to enhance their quality of life through participation/engagement in culture, arts and leisure activities.

**Arts**

In terms of the Arts, in addition to the City of Culture, the DCAL Corporate Plan highlights support for arts organisations and arts capital infrastructure.

Increasing participation, particularly by those who are least likely to attend (through initiatives such as "Test Drive the Arts", is an important priority and very relevant to the Arts Strategy for East Belfast. They also highlight the Arts and Older People Fund and Community Festivals Fund (through local councils) and plans to develop a Community Arts Strategy (in process), a Youth Arts Strategy and Inter-cultural Arts Strategy (both completed).

Their Balanced Scorecard targets include commitments to maintain, at 80%, the proportion of the population who participate in, or attend, arts events and develop and implement a Community Arts Strategy.

Funding from DCAL for arts activities is normally channelled through the Arts Council for NI.

**Creativity**

Between 2011 and 2015 DCAL is investing £4M in 200 projects through the Creative Industries Innovation Fund in cross-sectoral collaboration and projects (50 additional organisations each year) that can harness the innovation and entrepreneurial potential of the region's culture, arts and leisure, as well as export-focus initiatives, stimulating innovation, creativity and research and development.

The creative industries are commonly considered to include sub-sectors such as: Advertising; Architecture; Arts and Antiques; Computer Games; Crafts; Design; Designer Fashion; Film; TV and Radio; Music; Performing Arts; Publishing; Software/Digital Media.

The Fund is administered by the Arts Council (It is currently closed for applications).
Film
The DCAL Corporate Plan also highlights various initiatives in relation to film, though NI Screen, including workshops by Cinemagic in disadvantaged communities and after-school film clubs.

Music
As a result of the Music Industry Strategy for Northern Ireland September 2011, DCAL and Invest NI proposed a new Music Business Support Programme (MBSP) offering:

- advisory services for music related business, start-ups or individuals interested in career opportunities
- seminars and events for the industry
- training and education programmes including music business management courses
- support and advice in specific areas such as marketing and PR, licensing, digital distribution, touring and international trade fairs; and
- brokering to other sources of support (advice, financial assistance)

The contract to deliver this was given to Generator NI in July 2013.

DCAL also has responsibility for libraries, museums, PRONI and languages.

Arts Council for Northern Ireland (ACNI)

ACNI, one of DCAL’s non-departmental public bodies, is the leading agency for the arts in Northern Ireland. It is in the process of finalising its strategy for 2013 - 2018. Its draft strategic plan, Ambitions for the Arts, suggests a greater emphasis on arts that supports social inclusion and participation of marginalised groups and audiences. The draft strategy contains the following:

The (draft) mission is "to place the Arts at the heart of our social, economic and creative life".

There are three Themes in the draft strategy:

- Champion the Arts
- Promote Access
- Create a resilient sector

The ambitions of the draft strategy include the following:

To place high-quality arts projects within the grasp of socially excluded groups, including arts vouchers and promoting community arts.

To help arts organisations deliver benefits to the community, including interventions to
reach audiences inc. disabled, older people, marginalised children and young people, and

November 2013
inter-cultural diversity; and requiring major arts organisations to engage more with communities beyond their traditional catchment.

To build partnerships, including after-schools arts, improving mental health, and international through the British Council, as well as the existing Re-imagining Communities, Creative Industries Innovation Fund, Arts & Older People and inter-cultural arts.

To support skills development, including apprenticeships and internships and funding Arts & Business.

Some of the specific targets in the draft strategy are as follows:

**Champion the Arts:**
- Introduce an Artsmark scheme for school and community arts projects in partnership with Education & Training Inspectorate (ETI) by 2017/18

**Promote Access:**
- Work with Audiences NI to develop a framework to map arts attendance and identify audience 'cold spots'
- Fund the delivery of at least 10 new public artworks each year through the Re-imagining Communities Programme
- Increase the number of funded projects aimed at older people
- Increase the number of funded projects targeted at ethnic minority groups
- Encourage more disabled people to become engaged in the arts
- Introduce an Arts Voucher Scheme for each newborn child to redeem for arts experiences
- Establish a Creative Apprenticeships Pilot by 2014/15
- Encourage 22% of funded arts organisations to adopt the Arts and Volunteering toolkit by 2018

**Create a resilient sector:**
- Deliver 10 programmes to address 'cold spots' in audience attendance by 2018
- Grow the drawdown of EU funds by 20% by 2018
- Fund 50 projects each year through the Creative Industries Innovation Fund by 2015
- Build upon exciting outreach initiatives to drive demand among excluded audiences
- Undertake a review of literature
- Implement the recommendations from community arts review and strategy
- Encourage voluntary activities in the arts, including promoting the Volunteering Toolkit

In the last year, The Arts Council of NI gave out 108 grants from £8,000 to £2 million. It also has a small grants scheme and controls the Arts Lottery Fund, which also participates in the Awards for All small grants scheme (up to £10,000).

The main grant streams for organisations are as follows:
Annual Funding Programmes (Annual £13.7 million in funding to 109 core arts organisations in 2013-2014 via the Annual Funding Programmes. These funds assist arts organisations across Northern Ireland to cover the programming costs of organisations running arts programmes throughout the year) - currently closed

Project Funding for Organisations (of £10,000 and over, to assist organisations to deliver arts projects which contribute to the growth of arts in the community for new and existing audiences and which reflect the diversity of Northern Ireland's society and culture) - currently closed

Capacity Building (designed to help organisations currently in receipt of Annual Funding Programme awards take appropriate action to ensure the future sustainability of their organisations. This may include organisational reviews, development of fund raising strategies, implementation of significant changes management plans) - just closed

Public Art Programme (designed to support the commissioning of new art for public places throughout Northern Ireland) - currently closed.

Intercultural Arts Grants Programme (As part of its Intercultural Arts Strategy, this 3-year Intercultural Arts Grants programme, launched in May 2012, aims to provide opportunities for minority ethnic communities across NI to access the arts and use artistic activities as a creative vehicle in which to explore and highlight social issues that impede access and participation in the arts) - currently closed.

Building Peace through the Arts - Re-Imagining Communities (supports community groups and local authorities to tackle sectarianism and racism by engaging local people with artists in the development of public art. Each project must provide opportunities for communities to promote tolerance and understanding while using the arts to express who they are and what culture means to them) - open (Ongoing programme deadline).

Small Grants Programme (up to £10,000 to encourage organisations to develop and deliver ideas linked to artistic needs and to their future plans and activities which benefit the people of NI or that help arts organisations carry out their work. It is to assist organisations to deliver arts projects which contribute to the growth of arts in the community for new and existing audiences and which reflect the diversity of Northern Ireland's society and culture. The Programme is flexible to suit a wide range of programmes across all artforms in the community and at professional level) - open (Ongoing programme deadline).

Creative Industries Innovation Fund (DCAL secured funding for a pilot Creative Industries Innovation Fund (CIIF) for the period 2008-11. The fund supported 133 business and 23 sectoral development projects. DCAL is investing a further £4m over 2011-15 to continue to grow and develop the creative industries. This will include a refocused Creative Industries Innovation Fund (CIIF 2) which will provide support for innovative development of commercially viable content, products, services and experiences capable of competing in global markets. CIIF 2 is also administered by the
Arts Council) - currently closed - will re-open in January 2014. Would be very relevant to the development of a Creative Industries hub in East Belfast.

**Equipment and Minor Refurbishment** (to enable organisations to purchase equipment and carry out minor refurbishment to their premises to enhance their artistic services) - currently closed

**Department of Enterprise, Trade and Industry (DETI)**

DETI's goal is "to grow a dynamic, innovative economy". It is responsible for formulating and delivering economic development policy in terms of Enterprise, Social Economy, Innovation, Energy, Telecoms, and Tourism in Northern Ireland. In addition, the Department has responsibility for ensuring a modern regulatory framework to support business and protect consumers.

DETI sponsors a number of agencies, established as Non-Departmental Public Bodies (NDPBs). These have a key role in terms of implementing and delivering the Executive's and the Department's economic development policy. The Department also acts as co-sponsor to two organisations set up under the Belfast Agreement – InterTrade Ireland (ITI) and Tourism Ireland Limited (TIL).

Invest NI (see below) is responsible for the delivery of the Department's policies and strategies in relation to business support in Northern Ireland. These include encouraging investment (foreign and indigenous); stimulating entrepreneurial activity; increasing exports and trade; promoting R&D/innovation; and providing development support.

InterTrade Ireland, working with Invest NI and its counterparts in the Republic of Ireland, also plays an important role as a facilitator of all-island competitiveness.

The Northern Ireland Tourist Board (see below) is responsible for the development, promotion and marketing of Northern Ireland in the Irish Republic and Northern Ireland, as a tourist destination. In doing so, it works closely with Tourism Ireland Ltd which is responsible for marketing the island of Ireland in Great Britain and overseas.

DETI is also the responsible department for the Health and Safety Executive for Northern Ireland and The Consumer Council for Northern Ireland.

**DETI Priorities**

The framework for the Executive's new Economic Strategy sets out priorities for developing the Northern Ireland economy and the direction for priorities and targets for DETI and its NDPBs, such as Invest NI and the NI Tourist Board, over the period of this Corporate Plan and beyond, up to 2020. Over the period of this Corporate Plan, the priorities and key performance indicators for DETI and its NDPBs are as follows:
To stimulate innovation, R&D and creativity. Recognising the strong links between innovation, productivity and economic growth, DETI, working with its NDPBs, will take forward initiatives to deliver increasing expenditure on innovation and R&D across all areas of the economy, to increase the level of participation in EU and UK R&D and Innovation programmes and to encourage business to business/HE/FE collaboration.

To improve, in conjunction with DEL, employability and the level, relevance and use of skills. Working with the Department for Employment and Learning (DEL), DETI and Invest NI will seek to develop the skills base of the local economy to meet the needs of employers, as a means to deliver the Executive’s wider economic goals.

To help Northern Ireland businesses compete in the global economy. In seeking to deliver the Executive’s vision of the NI economy, it will be necessary for the economy to strengthen and develop its connections to the wider global economy. This will include initiatives to attract greater levels in inward investment into Northern Ireland, to grow and diversify the export base and, in line with Programme for Government commitments, promote the tourism sector including exploiting the NI 2012 and 2013 tourism opportunities.

To encourage business growth. Recognising the need to grow the private sector and make it easier to do business here, DETI, in conjunction with its NDPBs, will take forward initiatives aimed at encouraging enterprise, exploiting market opportunities in key and emerging sectors, promoting the social economy and creating the necessary conditions to support economic growth. In particular, a key priority is to successfully conclude negotiations with the UK Government to secure the power to vary the rate of corporation tax in a timely and affordable manner. This has the potential to encourage inward investment and strengthen indigenous local business.

To promote the development of economic infrastructure. Key priorities for DETI in promoting the development of economic infrastructure will include delivery of the objectives set out in the Strategic Energy Framework (SEF) 2010 aimed at building competitive energy markets within the European Union’s Internal Market; ensuring security of supply; enhancing sustainability and development of NI’s energy infrastructure in respect of electricity and natural gas; and increasing the level of electricity and heat from renewable sources. In addition, initiatives will be taken forward to enhance Northern Ireland’s telecommunications infrastructure, develop tourism product through the completion of five tourism signature projects, and improve access to finance for business development.

To improve employment opportunities. In terms of the short to medium term measure to rebuild the economy in response to the economic downturn, DETI, through the work of Invest NI, will seek to create new employment opportunities as part of The Jobs Fund, which will seek to promote 6,300 new jobs by 31 March 2015, of which 4,000 will have been created by end March 2014.
To deliver a regulatory framework which encourages business and commerce, while also protecting consumers and workers. Improving the regulatory environment in Northern Ireland is a specific objective of the business growth pillar in the Economic Strategy and the Department has an important role to play, working alongside the other NI departments, to deliver improvements which support business and ensure that enterprise can flourish, while at the same time protecting and safeguarding consumers.

DETI's economic priorities will form the basis of its input to the NI Executive's Programme for Government, and will also set a framework for the Corporate Plans of its NDPBs, in particular those of Invest NI and NITB, thus ensuring close alignment at each level. In addition to its economic priorities, DETI has set priorities and targets in relation to its role in working with its partner bodies and the internal operations of DETI in terms of its processes, people and resources.

DETI will also integrate its equality scheme into corporate and business planning and will act to ensure that the section 75 statutory duties are taken forward within its core business. DETI's Annual Operating Plans over the lifetime of this Corporate Plan will be aligned with these four-year priorities and targets.

The DETI Social Economy Targets, which are relevant to the arts and creative industries in East Belfast, include:

- Support 160 Social Economy start-ups, with 25% having the capability to move to mainstream Invest NI support
- A Social Economy Action Plan, as part of the wider Enterprise Strategy, in partnership with stakeholders and relevant Executive Departments
- Support the development and sustainability of the social economy sector through the implementation of the findings of the Evaluation of the Social Economy and through the establishment of appropriate representative structures
- Create 340 new jobs within the Social Economy Sector through a range of measures by March 2014

Tourism Targets, which are also very relevant, include:

- Increase tourism revenue to £676m* by 31 December 2014, from a baseline of £534m* in 2011
- Increase tourism visitor numbers to 4.2m* by 31 December 2014 from a baseline of 3.6m* in 2011
Tourism 'Priorities for Action' will be reviewed in 2014 and new targets set leading to final target for 2020 of £1 billion revenue and 4.5m visitors

Business Tourism Action Plan

Invest in a single tourism technology platform for Northern Ireland

Success in exploiting NI 2012 and 2013 tourism opportunities [TTGS/NITB]

Completion of Tourism Signature

Projects and continued investment in high quality tourism products in line with the Programme for Government commitment (NITB)

By 31 March 2015, £19.125m to be invested in high quality tourism projects

By 31 March 2015, to lever £20m from other sources for capital projects

Completion of Signature projects

Administer Tourism Development Scheme

Establishment of delivery mechanism across Departments and Agencies to ensure that Priorities for Tourism are delivered to meet Programme for Government commitments [TTGS]

Northern Ireland Tourist Board (NITB)

The Northern Ireland Tourist Board (NITB) is a non-departmental public body of the Department of Enterprise, Trade and Investment Northern Ireland (see above), constituted under the Tourism (Northern Ireland) Order 1992. It is the body responsible for the development, promotion and marketing of Northern Ireland as a tourist destination.

It also advises the Department on the formulation and implementation of policy in relation to the development of tourism and interacts with other government departments, within the tourism industry in Northern Ireland and with its counterparts elsewhere in the UK and in the Republic of Ireland. It is in the process of developing a new strategic plan to 2020.

Tourism Ireland is a separate all-Ireland body which markets both parts of Ireland overseas. They can provide useful in-kind advice and support.

Events

The events industry in Northern Ireland has a major role to play in shaping and delivering the objectives set out by the Draft Tourism Strategy for Northern Ireland to 2020.
Whether it is home-grown events, or major one-off internationals, events in general have the capacity to showcase NI people and places on a global stage. Events can drive visitor numbers, generate increased spend and also provide platforms for the visitor to interact with the local culture, local people and explore our scenic landscapes and cities.

The Events Unit's role is to support the development of the Northern Ireland Events Industry, in order to grow visitor numbers and spend in line with the Draft Tourism Strategy for Northern Ireland to 2020. NITB is currently developing an Events Strategy.

The Tourism Event Funding Programme is designed to support home-grown and International Tourism events taking place between 1 April 2014 and 31 March 2015. NITB operates two funding schemes within the events programme.

The two schemes complement each other and run concurrently:

**International Tourism Events Fund**
An international tourism event is an event that attracts out of state visitors (not participants) to Northern Ireland, where the event has played the key/vital role in attracting them to visit. An event of this nature, with a budget of over £60,000 and an audience of over 4,000 also showcases Northern Ireland on a global stage as a unique tourism destination. This would include generating significant out of state media coverage (such as TV and print) both pre-event and during the event. The coverage includes landscapes and visitor attractions. The target visitor segments and experiential pillars are the same as the Event Sponsorship scheme below.

**Tourism Events Sponsorship Scheme**
Tourism Events will showcase Northern Ireland's regions and destinations allowing visitors to get closer to Northern Ireland's authentic people, places and personality and experiencing the real Northern Ireland. These events, of national (rather than international) significance, with a budget over £50,000 (and an audience of over 1,000) can cover a wide range of themes and areas such as activities, music, culture, food, art, theatre and certain events will appeal to niche markets and appeal to the 'Visitor Segments' particularly:

- Social energisers
- Culturally curious

And to a lesser extent:

- Time together
- Mature cosmopolitans
- Family fun
- Young and lively
- Great escapers
The events also need to fit with the 'Experience Pillars' developed by NITB. The most relevant to the strategy are:

- Living legends - making Northern Ireland's history, heroes, legend, and stories alive and interactive
- Culture and contemporary creative vibe e.g. music events, theatre/arts, street art/entertainment, music/film, and contemporary urban experiences

There are also the following experience pillars which are less relevant to East Belfast:

- Coasts and lakes
- Unique outdoors
- Naturally NI

Sponsored events will endorse geographical spread and exploration of all destinations and enhance off peak times where there is surplus capacity in the tourism industry. Detailed guidelines are available. The aims of the scheme are to:

- Enhance the visitor experience
- Increase visitor numbers and spend
- Ensure year-round motivators
- Develop a positive international profile
- Create a legacy

**Tourist Development Scheme**
The NI Tourist Board has a scheme for capital Projects. Between 2008 and 2011, NITB supported a wide range of new tourism developments throughout Northern Ireland. Through the Programme for Government, the Northern Ireland Executive provided NITB with £60 million of capital investment in support of local tourism infrastructure. Support was given to initiatives which improved visitor attractions, activity tourism products, public realm, visitor information and tourist information centres, etc.

This funding also supported the development of NITB’s Signature Projects which were identified for their potential to create international stand out and world class visitor attractions in Northern Ireland.

**Culture, Heritage and Activity Tourism (CHAT)**
This scheme is not for capital or specific events, but has funded Game of Thrones, Golf, Cinemagic and Belfast Bred (Kabosh), for example.
Tourism Innovation Fund
This funding programme is currently being developed within NITB. Details are not yet available.

Non-Financial Support
NITB supports the NI events industry through non-financial channels by developing programmes to encourage event improvement and growth, providing in-kind marketing support developing and implementing the Northern Ireland Events Plan and leading the Northern Ireland events industry by encouraging best practice and positive growth.

NITB collaborates with providers in key product sectors to develop world-class experiences that will support the delivery of increased visitor numbers and visitor revenue. An important role is to create linkages with product providers within each sector to strengthen the visitor experience and create new product experiences by partnering providers together. The CHAT team develop marketing and promotional platforms to showcase product, build itineraries, develop trails and enhance web presence targeted to key consumer groups. The team help to inform key sectors by gathering market intelligence and insights.

The sectors that the CHAT programme is interested in include:

- Literature
- Theatre
- Screen

The spoken word has always been an important aspect of NI's heritage and today is no different. Northern Ireland is a leading light in literary terms as the birthplace of arguably the world’s greatest living poet and Nobel Laureate Seamus Heaney, who died recently, and a literary history that includes C.S. Lewis, Louis MacNeice, Flann O'Brien and Brian Friel.

East Belfast has a very strong literary heritage as well as respected contemporary writers. Many of Northern Ireland's young, up and coming writers are making a name for themselves internationally and their writing reflects all genres and styles from poetry to prose, plays to children's literature and illustration. Northern Ireland's literary tradition is alive and vibrant with thrilling theatre productions, interesting tours, fascinating festivals, lively events and controversial poetry jams and slams.

As well as our theatre and literary traditions, Northern Ireland is a growing destination for movie and TV locations with Game of Thrones leading the way and placing Northern Ireland firmly in the international arena. With the GB and Ireland release of the home grown production Good Vibrations in 2013 and Terry George's Oscar Winner ‘The Shore’, and the forthcoming Universal film, Dracula, which is being shot in east Belfast, Northern Ireland's has a strong reputation as a destination for international products and screen tourism.
Music
NITB recognises the value of music tourism to the Northern Ireland music and hospitality industries. Music, through events, home-grown performers and regular music programming offers visitors an engaging and exciting experience. Northern Ireland is rich in music genres and experiences and NITB work across NI and across all genres to ensure growth and to enable promoters and hospitality business owners to deliver a quality experience for visitors.

Craft
Research shows that more visitors are looking for authentic experiences and want to engage with local communities as well as or instead of, being passive consumers of cultural experiences in destinations. This is no different in Northern Ireland and the craft sector is a growing part of this experiential tourism offer.

The indigenous craft sector provides a base for creative and cultural tourism development which is culturally authentic. The 400+ craft producers in Northern Ireland represent a dynamic, highly skilled sector of the economy, who can expand their market while adding to the tourism product. In collaboration with NITB, local authorities, the cultural sector and other providers, the craft industry has been developing its interface with visitors.

NITB has supported Craft NI in its development of August Craft Month. A month long series of craft exhibitions, demonstrations, workshops, open studios and retail opportunities involves over 60 venues and numerous craft designers collaborating together under Craft NI's co-ordination.

The standard of indigenous craft produced in Northern Ireland has enabled NITB to support two craft producers and one artisan food producer to become participants in the international Économusée programme. This initiative aims to bring the visitor market in direct contact with indigenous crafts where they take place.

Invest NI
As the regional business development agency, Invest NI's role is to grow the local economy by supporting new and existing businesses to compete internationally, and by attracting new investment to Northern Ireland. They are part of the Department of Enterprise, Trade and Investment and provide government support for business by effectively delivering the Government’s economic development strategies.

Invest NI offers the Northern Ireland business community a single organisation providing high-quality services, programmes, support and expert advice. They principally support those businesses that can make the greatest contribution to growing the economy. These are businesses that have ability to grow and drive productivity in the economy and are keen to export their goods and services outside Northern Ireland.
Social Enterprises
Their 2011-2015 Corporate Plan recognises the "valuable role played by social economy businesses". It says that they will put in place specific measures to support the establishment and growth of social economy enterprises and those groups or individuals currently under-represented in the labour market.

They will specifically incentivise new business start-up activity by individuals who reside in Neighbourhood Renewal Areas and by young people (16-24) who are Not in Education, Employment or Training (NEET). And will continue to support the significant role played by social enterprises in the regeneration of areas of high social need, in generating sources of income, promoting innovation and entrepreneurship and helping to create sustainable and cohesive communities.

Their targets include: Supporting 160 Social Economy Start-Ups, with 25% having the capability to move to mainstream Invest NI support; and ensure 340 new jobs in Social Enterprises.

Belfast City Council

Key decisions by the Belfast City Council in the arts and culture will be based on the Cultural Framework.

Cultural Framework for Belfast 2012-2015

The Framework's vision is: By 2020, everyone in Belfast experiences and is inspired by our city's diverse and distinctive culture and arts. Arts and heritage are valued for enriching quality of life and creating wealth, and the city's culture and creativity is renowned throughout the world.

The Framework has four key themes:

- Distinctly Belfast
- Inspiring communities
- Attracting audiences
- Strengthening the sector

Distinctly Belfast
The challenge, in a rapidly globalising world, is to connect Belfast to its arts and heritage, developing cultural programmes that reflect and engage with people and communities, their issues and interests. But Belfast is more than its physical space or government boundaries. It is a confident and contemporary European city. Culture and arts can showcase Belfast as a distinctive, dynamic and world-class place to live in, work in and visit. A strong and lively sector is also a sustainable sector, and it will attract and retain artistic talent.
Distinctly Belfast is about high-quality work that resonates with the people of Belfast and broadcasts Belfast's unique qualities to the wider world, enabling the city and its culture to be recognised and valued at home and abroad. On one side of the coin, meaningful, engaging culture and arts will connect all residents to the city, creating a more confident and cohesive society. On the other side, a city that truly celebrates its artists and promotes its culture, arts and heritage will connect internationally, drawing in tourists, attracting investors and boosting the economy, making Belfast truly competitive on the world stage.

**Distinctly Belfast Aims**

- Connecting people to the city, its stories, places, arts and heritage
- Promoting the value and authenticity of the city's heritage
- Placing culture, arts and heritage at the heart of Belfast's ongoing Narrative

**Council Actions**

- Support high-quality cultural programmes that resonate with the people of Belfast
- Promote the use of culture, arts and heritage to animate the city and create vibrant, welcoming places
- Attract, nurture and retain artistic talent
- Develop opportunities to showcase the quality of Belfast's distinctive culture, arts and heritage locally and internationally
- Support the development of vibrant quarters and places across the city
- Engage the cultural sector in shaping Belfast's ongoing narrative, ensuring culture and arts are at its heart

**Inspiring communities**

In the development of this framework, Councillors and other stakeholders emphasised that engaging communities across the city must be a priority, and this theme is all about connecting the diverse people and communities of Belfast to its rich culture, arts and heritage.

Community arts, outreach and audience development all create opportunity and encourage people to learn new skills. Different cultural identities and traditions can be explored through heritage, providing opportunities for shared learning and community ownership. Festivals and other events can offer new experiences, challenge preconceptions of identity and open up communities to new people and other cultures.

This improves community and social cohesion, building confidence, tolerance and trust at an individual, community and whole-city level. This is a significant achievement in its own right, but these activities also help to grow audiences for whole cultural scene, increasing
the demand for arts and heritage and, in turn, shaping the future of Belfast as a cultural city.

Inspiring Community Aims
- Removing barriers to participation to ensure all sections of the community can engage with high-quality culture, arts and heritage
- Enabling people to value and understand their places
- Developing shared cultural space, celebrating and promoting local cultures and communities
- Targeting areas and communities with low levels of engagement in culture and arts

Council Actions
- Research and disseminate best practice in community arts locally and internationally
- Invest in community arts, audience development and outreach projects
- Promote the value and impact of voluntary and amateur arts and heritage groups
- Deliver a heritage skills development programme
- Support festivals and activities that generate creative responses to Belfast's social and political problems
- Target, in particular, children, young people, older people and hard-to-reach communities, including minority ethnic communities and disabled people
- Foster sustainable, long-term engagement with culture, arts and heritage by supporting partnerships between the community and cultural sectors
- Research and develop community ticketing schemes

Attracting audiences
Growing audiences is important. Over the past five years, Belfast City Council has invested in the cultural infrastructure, and now they want to ensure that there is the demand to sustain the supply. However, sustaining existing audiences is also vital.

Audiences NI's recent audit of Belfast audiences indicated that only 31 per cent of households attending 12 venues and festivals across Belfast made more than one booking. Attracting audiences is especially difficult in the current economic climate. Few organisations have dedicated marketing staff, while the decline of culture and arts coverage in the media has led to less exposure and profile. And there is no dedicated, coherent marketing resource for culture and arts. Increasingly, the only platform to market activity is social media. Much more can be done to improve access to culture and arts across Belfast, including working closely with stakeholders, agencies and media to encourage enjoyment of what the city has to offer. Consideration must also be given to establishing a dedicated marketing resource to promote Belfast's culture and arts.
Growing Audiences Aims
Increasing the number of residents taking part in culture and arts
Increasing the number of visitors taking part in culture and arts
Promoting Belfast as a diverse and dynamic cultural city to existing and potential local and out-of-state audiences

Council Actions
Commission and disseminate research to increase our understanding of Belfast audiences

Develop targeted initiatives, such as a 'Five-a-year' campaign

Work with Tourism Ireland, the Northern Ireland Tourist Board and Belfast Visitor and Convention Bureau to attract 'culture seekers' from the Republic of Ireland, Great Britain and Europe

Review marketing roles and responsibilities in the city and identify and address gaps

Review and enhance communications, including on-street opportunities, digital media and co-promotion across the city and city venues

Encourage strategic market planning on a city-wide basis

Support collaborative marketing and cross-selling initiatives

Continue to promote city of festivals as a key message for the city

Increase the level of national and international media coverage and develop closer relations with the media

Position Belfast as a creative and cultural city

Strengthening the sector
To enable organisations to unlock their economic potential, Belfast City Council will facilitate skills and training and seek out and help them avail of new income streams. This will include opening doors to tourism and creative industries, growing closer relationships with other sectors and with Europe, and business development according to business need.

A Cultural Framework for Belfast cannot be achieved in isolation, and Belfast City Council will work in partnership with other key agencies, including through a proposed memorandum of understanding with the Arts Council of Northern Ireland. Internally, the Council will work across all business areas within Council - from City Events and Venues to Parks and Good Relations - to ensure cultural organisations are used and supported in the continued development of the city.
Strengthening the Sector Aims

Providing opportunities for organisations to develop and diversify their income streams
Increasing investment in culture, arts and heritage organisations
Developing a better infrastructure for skills development in Belfast
Promoting partnership working and collaboration

Council Actions

Operate a small-grants scheme to allow for development, growth and innovation

Enhance opportunities for support and development through creative industries and tourism

Champion the contribution culture and arts can make to new physical plans for the city, including through the Investment Programme

Share information on opportunities for sponsorship, training and mentoring with the sectors

Explore opportunities for cultural organisations to avail of creative industries support and earn income from intellectual property and through export

Identify and attract external funding, as appropriate, including European Union funding

Support opportunities for volunteering

Support employability and skills development for individuals

Facilitate training for organisations where gaps in capacity are identified

Encourage our established clients to share expertise with less developed organisations through master classes and mentoring schemes

Encourage shared resources

Produce and disseminate research to promote best practice

Improve communication between the culture, arts and heritage sectors

Ensure a joined-up one council and one city approach to culture, arts and heritage, including a proposed memorandum of understanding with the Arts Council

As a result of its cultural framework, Belfast City Council aims to achieve the following outcomes by 2015:
Belfast will be internationally recognised for its cultural excellence

The people of Belfast will value the contribution culture and arts makes to the city

Belfast will be a more engaged, active and inclusive city

Everyone will be aware of Belfast's diverse culture, arts and heritage offer

Belfast will have a strong, skilled, multifaceted arts and heritage infrastructure across the city

Our culture and arts offer will be more competitive than other UK and ROI cities.

**Belfast City Council Funding**

From 2013 Belfast City Council will support culture art and heritage organisations and programmes through:

Annual Core funding of £1.1 million over three years will be:

- Large organisations with a turnover of over £1 million - annual grants over £50,000 (a maximum of 10% of running costs)
- Smaller organisations - annual grants under £50,000 for staff and running costs
- Project funding of £160,000 - one-off grants up to £10,000
- Festivals funding of £160,000 (subject to DCAL funding) - grants up to £10,000

**Creative and Cultural Belfast Fund**

Belfast City Council has teamed up with the Arts Council of Northern Ireland to launch a new funding stream for cultural and community groups.

The aim of the Creative and Cultural Belfast Fund is to challenge social exclusion by providing everyone in Belfast with the opportunity to experience high-quality culture, arts and heritage, by supporting ambitious arts and heritage projects that have not been experienced in Belfast before.

Cultural organisations and community groups wishing to apply for the new fund must be cross-community, bring together people from different parts of the city, be delivered in partnership between cultural and community organisations and benefit hard-to-reach areas and communities. They must also be in line with the 'Distinctly Belfast' and 'Inspiring Communities' themes of the Culture Framework for Belfast 2012 - 2015.

There will be one flagship grant of up to £300,000 for a city-wide project that will last longer than 18 months and various smaller grants of up to £95,000, which will last less than 18 months, but must still involve different parts of the city.

The closing date for first round applications is 12 noon Friday 29 November 2013.
Good Relations
Belfast City Council also supports work to promote Good Relations. Belfast City Council recognises that promoting equality and good relations are key to improving the quality of life for everyone in the city - making Belfast a better place to live, work, socialise and do business. They have carried out a number of public surveys and good relations has been consistently identified as a being a key issues for residents.

The Good Relations Partnership oversees Good Relations work in the city and is also responsible for managing and administering the funding available through the PEACE III Programme.

The aims of the Good Relations programme are as follows:

- Securing shared city space
- Transforming contested space
- Developing shared cultural space
- Building shared organisational space

Capital Schemes
Belfast City Council have also been investing significantly in capital projects around the city, and plan to spend £150 million by March 2015, through several different capital schemes. Major capital commitments include the following:

- Mary Peters track
- Dunville and Woodvale Parks
- Clement Wilson Park
- Connswater Community Greenway
- Extensions at the Waterfront
- Community gardens
- Playparks
- Community alleygates
- Belfast Investment Fund (BIF)

The Council have committed £20 million to the BIF up to March 2015. In order to support landmark projects which establish Belfast as a world-class tourist, cultural and business destination, add value to the rates and provide a legacy for the city. This fund has supported the MAC, Lyric, Connswater Community Greenway and Titanic Belfast.

Future projects (up to 50% of the total cost) will include:
- Gaeltacht Quarter
- North Belfast Cultural Corridor and St Kevin's Hall
- Public Bike Hire
- Market Tunnels at Lanyon
- Crumlin Road Jail
- Argyle Business Park
Councillors have a significant input into a Local Investment Fund. A further £3.74 Million will be spent through this fund by March 2015. The largest grant under LIF has been £250,000, but most grants are for under £100,000.

**Office of the First Minister and Deputy First Minister (OFMdFM)**

**OFMdFM Minority Ethnic Development Fund**
The Minority Ethnic Development Fund (MEDF) provides support for voluntary and community organisations working with minority ethnic people and groups. Applications are accepted for funding to assist minority ethnic organisations to promote good relations between people of different ethnic backgrounds. Applications are also welcome from local community organisations that are working to promote integration. In line with the recommendations made by the evaluation of the Fund, a new three tier funding approach has been introduced.

**Tier 1** - Entry level/Pathfinder MEDF may include volunteer led groups/relationship-building (supporting own community). It will also include project funding. Funding of between £100 and £15,000. Tier 1 will be open to applications throughout the period of the Fund, with decisions being made on applications on a quarterly basis. Awards may be for one-off events or for projects lasting up to two years.

Tier 1 Entry level / Pathfinder MEDF will broadly equate to what was previously termed "Project Funding", although it is envisaged that there will be a spread of awards from £100 up to the maximum. The Application deadline is 2pm on 31 December 2014.

**OFMdFM Central Good Relations Funding Programme**
The Central Good Relations Funding Programme has been established to support the achievement of the Executive's strategic objectives relating to good relations. The Fund will support productive, time bound projects which contribute to the promotion of good relations.

Funding is available in the form of Project Funding or Small Grants. Details on each strand of funding are outlined in the application guidance. Organisations may apply for both types of funding where the application relates to distinct projects. The closing date for applications for project funding for 2012/13 was 21st January 2013. The application process for small grants remains open throughout the year.

**NI Community Relations Council (CRC)**

The CRC Funding & Development Programme initiates and supports projects that explore identities and cultures which promote inclusive discussion and debate. The Programme is most able to assist projects which challenge those negative stereotypes which sustain division and conflict in NI society.
Aim of the Programme: "To assist local people and organisations throughout Northern Ireland in dealing with the causes and effects of communal division".

The Programme has a number of areas of work in carrying out its main objective of Grant Aiding.

The financial and developmental support to groups and organisations is through the following grant aiding schemes:

**Community Relations & Cultural Diversity Grant Scheme**
The programme's small grants scheme is aimed at increasing opportunities for people from differing traditions to develop relationships of trust and understanding and the confidence to address issues of difference between them.

**Core Funding Programme for Community Relations Groups**
This Core Funding Scheme contributes towards the salary and running costs of a number of organisations which are considered of strategic importance in promoting community relations and/or cultural diversity work in Northern Ireland. The organisations and the nature of the work which may be supported are publicised in the Council's annual report. Examples of these include peace and reconciliation centres; those involved in mediation and conflict transformation training; community arts; church-based work on reconciliation themes; cultural organisations and interface projects.

**Department of Social Development (DSD)**
The Department for Social Development (DSD) has strategic responsibility for urban regeneration, community and voluntary sector development, social legislation, housing, social security benefits, pensions and child support.

The DSD Mission is "Together, tackling disadvantage, building sustainable communities."

The DSD Vision is "Helping people change their lives for the better"

In support of the mission statement, and to ensure a consistency of approach, the Department has three key strategic priorities:

- To provide access to decent, affordable, sustainable homes and housing support services
- To meet the needs of the most vulnerable by tackling disadvantage through a transformed social welfare system, the provision of focused support to the most disadvantaged areas and encouraging social responsibility
- To bring divided communities together by creating urban centres which are sustainable, welcoming and accessible to live, work and relax in peace
The Department comprises of two core groupings and one next steps agency:

- The Resources and Social Policy Group - Deputy Secretary
- The Urban Regeneration & Community Development Group - Deputy Secretary
- The Social Security Agency - Chief Executive

The Department is responsible for two Executive and three non-Executive Non Departmental Public Bodies:

- Northern Ireland Housing Executive
- Charity Commission for Northern Ireland
- The Charities Advisory Committee who manage the Northern Ireland Central Investment fund for Charities
- The Disability Living Allowance Advisory Board for Northern Ireland
- The Department for Social Development manages a regeneration strategy for the renewal and development of the most deprived areas in and around Belfast.

The four most important areas of work are:

- Encouraging investment and physical regeneration
- Raising educational achievement
- Improving access to employment
- Creating safe, healthy communities

DSD is responsible for:

- Belfast Regeneration Neighbourhood Renewal Partnership Membership and Belfast Regeneration Neighbourhood Renewal funded organisations
- Urban Development Grants which encourage private sector property development
- Management of the Laganside and funding for arts and community development in the area
- Belfast Streets Ahead which regenerate and improve the appearance of Belfast City Centre
- Strategic Regeneration Frameworks - Long term regeneration priorities for Belfast communities
- Comprehensive Development Schemes promote the regeneration of certain areas
- Area Project Teams award grant support for urban regeneration and community development

They also manage European Funding streams Peace 2 and Urban 2 in Belfast and Belfast Community Investment Programme - a joint programme between DSD and Belfast City Council to support community development work in Belfast.
DSD is responsible for policy in relation to the voluntary and community sector. Its aim is to strengthen relationships between government and voluntary and community organisations, creating the environment in which an enterprising and sustainable voluntary and community sector can thrive, contributing to government's purpose in tackling disadvantage.

The DSD’s key areas of business in relation to the voluntary and community sector are:

- Partnership working with the Voluntary and Community Sector
- Regulation of charities in Northern Ireland
- Volunteering and active citizenship
- Voluntary advices services to the community
- Support for community development
- Support for social economy enterprise
- Faith sector's role in supporting communities
- Support for women in disadvantaged areas
- Administration of the Government Funding Database
- Guidance re Voluntary and Community Sector matters
- Funding programmes for the Voluntary and Community Sector

Commitments in their corporate plan (excluding Welfare and housing reform, include the following:

- Bring forward a new approach to regeneration which will build on what we know works and will aim to improve the effectiveness and efficiency of regeneration and community development investment. The aim is towards a renewed focus on ensuring that regeneration tackles the underlying economic challenges

- Reduce the gap between Neighbourhood Renewal Areas and Non-Neighbourhood Renewal Areas on key deprivation indicators of health, community safety, education and worklessness; in addition we can respond to issues impacting negatively on areas outside Neighbourhood Renewal Areas through our Areas at Risk Programme

- Introduce a new programme to tackle deprivation and regenerate our most deprived areas

- Develop a joined-up approach by the statutory, private and community sectors to maximise the potential regeneration opportunity for Belfast from the expansion of the University of Ulster’s York Street campus

- Bring at least 18 Comprehensive Development opportunities to the market for consideration by March 2015
Lever in an average of £6 million of private sector investment through the Urban Development Grant Scheme

Implement a Volunteering Strategy to promote and develop volunteering

Invest in social enterprise growth to increase sustainability in the broad community sector

Deliver at least 30 Schemes to improve landscapes in public areas to promote private sector investment in towns and cities across Northern Ireland

Bring divided communities together by creating urban centres which are sustainable, welcoming and accessible to live, work and relax in peace

Implement new arrangements for the delivery of high quality generic and thematic support services across the voluntary and community sector

Develop and test new ways of collaborative working between Government and the voluntary and community sector and promote more effective partnerships within the sector

Work with the Department of Enterprise, Trade and Investment to research the potential for social economy enterprise growth within the wider voluntary and community sector

Develop a policy framework for community asset transfer across Northern Ireland.
Conclusion in relation to the Public Policy Context

Although there are still several government bodies which have not yet finalised their new strategic/corporate plans for the next three years, it is clear that the Arts Strategy for East Belfast has the potential to play an important role in progressing the public policy objectives of a range of government departments (DCAL, DSD and DETI), Belfast City Council, and other crucial public bodies, including Arts Council for Northern Ireland, NI Tourist Board and Invest NI.

It is important that each of these statutory bodies remain engaged as the Arts Strategy for East Belfast unfolds and progresses from the first to the second stage of implementation as outlined.