



Derry City & Strabane
District Council
Comhairle
Chathair Dhoire &
Cheantar an tSrátha Bálr
Derry Cille & Strábane
District Council

Derry City & Strabane District

ARTS & CULTURE STRATEGY 2019-2024



“Not the knitting police again”

Image: Kevin Murphy

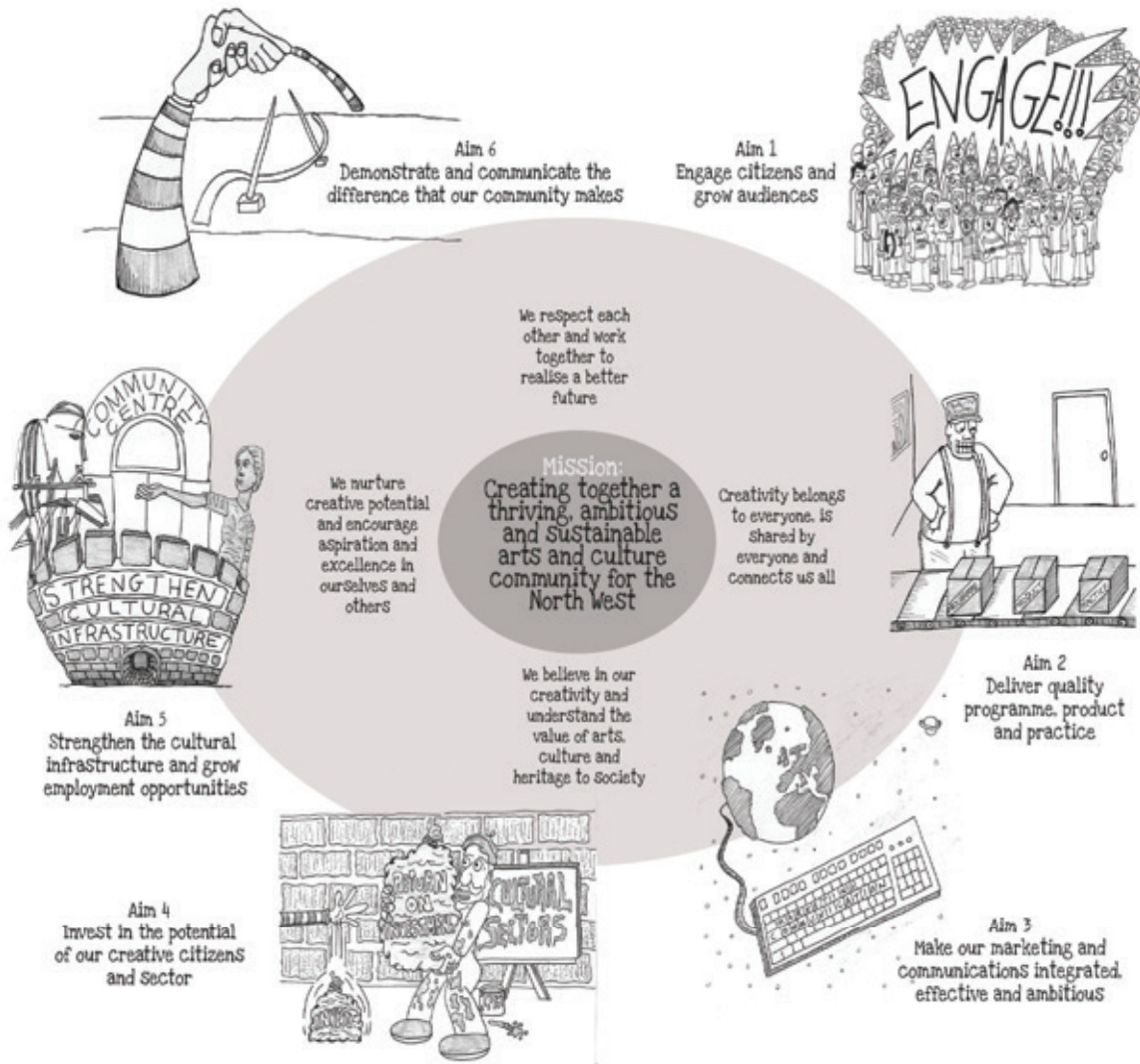
derrystrabane.com/artsandculture



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1. Executive Summary

Our Strategy is summarised in this diagram:



2. | Introduction & Terms of Reference

Our arts and culture community in Derry and Strabane is a rich, diverse and vibrant ecosystem that crosses borders. Like all ecosystems we are stronger together and a fragile or under-developed element impacts on everyone. So, Derry City and Strabane District Council gave us, the arts, heritage and culture community, the opportunity to plan our own future and to create a strategy that supported the City and District's Community Plan - the Inclusive Strategic Growth Plan (ISGP).

The ISGP itself is purely focused on delivering positive outcomes for the citizens of our area. The ISGP has been driven by strong community consultation and engagement which placed arts and culture as one of the key drivers of the economic growth within the City and District. This has given us a great impetus to develop an ambitious strategy to fulfil this role.

The extensive community consultation feedback from the ISGP exercise and the ongoing development of the Local Growth Partnership plans within each of the eight District Electoral Areas (DEAs) in our City and District has shaped our thinking.

The strategy is based on financial years. In our strategy, we define the arts as the expression of human imagination and creative skill and culture as the way communities express the beliefs, values and customs they share. Heritage is our collective memory expressed in buildings, landscapes and stories. Derry City and Strabane District's built heritage is the subject of a separate framework but our strategy embraces the way everyone appreciates and participates in heritage as an integral part of arts and culture.

We used a co-design methodology to promote creativity and collaboration, establishing a co-design group to drive the development of this ambitious strategy. Its members were drawn from 13 sub-sectors and they led more than 150 groups, organisations and individuals from across arts, heritage and culture to both identify the issues and innovative solutions for our strategy. Alongside these sectoral representatives, five elected members and 18 representatives from statutory and support organisations were co-opted to help over a year long period of strategy development. See Appendix B for the co-design group members.



James Kerr, Co-Chair of the Co-Design Group leading the Public Co-design Workshop on 6th October 2017

From the outset, the co-design group invested a significant amount of time and energy tapping into the knowledge, expertise and ambition of the internal and external stakeholders, including local communities engaged with the arts and culture sector in the Derry City and Strabane area.

This process resulted in a collective view of how the sector's ecosystem could be strengthened, building on our track record and success during and since the City of Culture experience in 2013, through working and creating together.

Cover image: Not the Knitting Police Again
Credit: Kevin Murphy

2.1 Introduction & Terms of Reference

Commitment from these partners was exceptional and has resulted in a strategy that is fully endorsed and owned by its stakeholders, making the next co-delivery phase much more likely to succeed. We will all work together to deliver this strategy, with Derry City and Strabane District Council just one of many partners making it happen. This strategy supports the ambitions of Derry City and Strabane District Council and its sector wide co-design and co-delivery partners in the pursuit of world class arts, heritage and cultural offerings.

It is based on evidence about the current scope, scale and value of the arts and the relevant outcomes of the Derry City and Strabane District Inclusive Strategic Growth Plan 2017-2032 and the local community plans driven by Local Growth Partnerships. It has reviewed key trends and statistics locally, regionally, nationally

and internationally. It is based on extensive consultation with stakeholder organisations, individual artists, practitioners and interested parties, external strategic stakeholders and communities and establishes indicators directly aligned with the Community Plan outcomes.

The strategy identifies synergies and potential collaborations with its key internal and external partners. It identifies potential resource requirements, efficiencies and service design opportunities for Council and the Co-Delivery Working Group. The action plan is ambitious, achievable, time bound, evidence based, and costed.

This is a living strategy and action plan which will be reviewed and amended as appropriate each year to reflect emerging opportunities and threats to the sector.

Public co-design workshop 6th October 2017



3. | Why invest in arts and culture? The evidence

In 2015, following the reform of local government, the new Derry City and Strabane District Council was established with new powers and with the expectation of delivering more effective and efficient services, being citizen focused and responding to local needs, aspirations and concerns of local communities. DCSDC is committed to developing a progressive arts and culture sector and is committed to helping sustain the core arts and cultural organisations of the council area. It is strongly aware of the need to champion the role of arts and culture and recognises the impact that active participation has in the wellbeing and quality of life of its citizens.

The recognition and value of being awarded the first UK City of Culture in 2013 was a catalytic event for this region and defined the power of arts and culture to lead on the social, economic and physical regeneration of the area. This strategy aims to build on this success. The council area has gained European and International recognition for its innovation and exploration of the potential of cultural intervention in transforming civic values, changing mindsets, and building an inclusive intercultural space.

Cultural regeneration requires investment in facilities and skilled people and an integrated multi sectoral support system that sees the value of investment in arts and cultural activities in a dynamic space conducive to innovation and new ideas. This strategy needs to build these strategic partnerships, champion the need for continued investment and continue to break new ground and create new ambitions for our city through arts and culture.

We know that arts and culture make a difference through our own City of Culture experience in 2013 but also as demonstrated through some of the empirical external evidence as outlined below. This helps to demonstrate how investment in arts, culture and heritage can enable the sector to make

a significant contribution to achieving the outcomes of DCSDC's Inclusive Strategic Growth Plan.

Health and Wellbeing ²

- Research suggests that engagement in arts activities offer holistic benefits including physical, mental and social wellbeing.¹
- Participating in or attending cultural places or events has a positive impact on wellbeing even when other factors are taken into account.²
- Involvement in the community arts may be of particular importance in countering the effects of bereavement.³
- Social isolation is associated with health risks in similar ways to smoking and obesity. Older individuals who are more socially isolated are more likely to report poor health.⁴ Arts projects reduced isolation among 80% of participants.⁵
- Despite high unemployment and low pay, artists enjoy higher job satisfaction than other employees.⁶

Community

- Participation in the arts creates more involved citizens.⁷ Young people who engage with the arts in school are twice as likely to volunteer and 20% more likely to vote than other young adults.⁸
- There is strong evidence that participation in the arts can contribute to community cohesion, reduce social exclusion and make communities feel safer and stronger.⁹
- The arts can help break down barriers between different social groups.¹⁰

¹ Note: all annotations are in the end notes in Appendix C on page 92.





Education

- Learning through arts and culture can improve attainment in Maths and English and develops skills and behaviour that lead children to do better in school.¹¹
- Participation in arts activities is associated with improvements in young people's cognitive abilities and transferable skills.¹²
- A cohort study demonstrated that students participating in an arts programme had significantly higher grades in academic subjects such as English, Maths and Science.¹³
- Research in the Republic of Ireland found that children who engage with arts and culture during school time are more likely to engage out-of-school and that children in smaller schools had fewer opportunities to engage.¹⁴

Economic

- Arts and culture contribute to local economies by attracting visitors, creating jobs and developing skills, attracting and retaining businesses and revitalising places.¹⁵
- The cultural and creative industries are the fastest growing industry in the UK and in 2013 generated £77bn Gross Value Added (GVA) world-wide, representing 5% of the UK economy.¹⁶
- In 2012, DOE published research which established that, when the impact of domestic tourism is included, Northern Ireland's historic environment generated £532m of output per annum, created / sustained a total of c. 10,000 FTE jobs and generated c.£250m of GVA each year. This is equivalent

to 11% of the Northern Ireland construction sector and 33% of the information and communication sector. In NI, however, the historic environment accounted for three jobs per thousand of the population compared to 8.1 in the Republic of Ireland and 11.8 in Scotland.

If the NI sector could perform at an equivalent rate to Scotland, it could generate £1.5 billion annually and support 20,000 jobs i.e. three times its 2012 output and twice as many jobs.¹⁷

- In the Republic of Ireland in 2011, the arts sector contributed €307m in taxes and state-funded arts practitioners and organisations generated a turnover equivalent to more than twice what they received in grant aid.¹⁸
- In 2006/7, each £1 invested by the public sector in arts organisations generated 25p investment by the private sector.¹⁹
- Participants in amateur arts activities increase their employment potential through skills development and networking.²⁰
- Working with a creative company leads to increased innovation in SMEs beyond the creative industries.²¹
- 42% of all spending by overseas visitors to the UK involved engagement with arts and culture.²²
- 83% of overseas visitors said that interesting history and culture is very important when choosing Ireland for a holiday and 89% express satisfaction with the history and culture experiences they have had.²³

Place Making

- Well-designed cultural venues and sports facilities add considerable value to the built environment by attracting visitors, generating increased activity, and helping to create places where people (not least young people) want to live.²⁴
- Rural touring involves communities directly in all aspects of delivery so has been shown to have a profound effect on community development, social capacity and volunteer activity.²⁵ Although 29% of the audience at rural touring events are first time attenders, they attract loyal, regular attenders, playing an important role in rebalancing rural inequality for those interested in culture.²⁶
- Well-managed outdoor arts events attract a demographically diverse audience, representative of the local population, contribute to pride of place and encourage community cohesion.²⁷
- Each £1 invested by the public sector in Northern Ireland's historic environment generates £3 to £4 spend by the private sector.¹⁷

Arts and Culture in Derry City and Strabane District are strong because of the immense creative talent of the people, carved through generations. Arts and culture are embedded in every individual.

Carleen Melaugh, An Gaeláras Ltd.
Cultúrlann Uí Chanáin



Why build on City of Culture 2013?

- DCSDC has recorded and evidenced the value of the role of Culture led regeneration and the transformative impact of investment within the City of Culture in 2013. The Council and others invested in the COC Legacy programme in 2014-2017 and has built a progressive partnership with Arts Council in the delivery of the Legacy Challenge Fund. This has enabled Council to sustain and maintain some of the ground-breaking arts and cultural activity initiated in COC in 2013. Some highlights from 2013 include:
 - o £150m of public and private sector investment for 2013
 - o £12.5m investment in arts and cultural programming with over 1 million people attending a cultural event in the city in 2013
 - o The economic impact of the All Ireland Fleadh to which 430,000 attended was £30m
 - o 254,000 overnight trips during 2013
 - o 33% of attendees were from the most deprived areas
 - o 50% of NI and 60% of ROI respondents agreed that COC 2013 made them feel differently about the City
 - o Satisfaction rated show that 91% of people surveyed rated the year 7+ out of 10



The Playhouse production of 'Over The Wire' by Seamas Keenan.
Photo: GC Photographics

5. | Where are we now?

Arts and culture in Derry and Strabane is something colourful with messy flaws but which still works and is beautiful. ””

Public consultation respondent, August 2017

Derry City and Strabane District is on the edge of an island on the outskirts of Europe, where the Wild Atlantic Way meets the Causeway Coastal Route. We are rooted in the land around us: farmland, magnificent heritage assets and Areas of Outstanding Natural Beauty. Everywhere you turn you see mountains, rivers, sea. And there are a hundred stories in every landscape.

Arts and culture to me is the history in our scenery: Urney Fort, Strabane Canal, the old railway and along the River Finn. ””

Public consultation respondent, July 2017

A centre for textiles and shirt making, our tradition of export has meant that departure and arrival defined our cultural profile. We are a harbour for many visitors, among them: Celts, Vikings, Normans, Scottish planters then Indian, Pakistani, Chinese, followed by Polish, Romanians, Russians, Syrians in small but growing numbers. At one time there were 64 different languages spoken in the City. Our City and District is home to many new communities whose diverse languages, alongside our own vibrant languages of English, Irish and Ulster Scots, have become part of the area's life and which collectively contribute significantly to the rich culture and heritage of our area.

Arts and culture is a river with a bridge connecting all the disconnected communities in the world. ””

Public consultation respondent, August 2017

We have challenges. Getting on for half of our citizens live in neighbourhoods marked by low incomes and lack of employment opportunities and a quarter live in isolated rural areas. We need to unlock creative potential, create jobs and respond to rural needs. We are among the youngest populations in Europe but, like other peripheries, our young people are leaving. We need to give them reasons to stay. But we are talented, entrepreneurial, resilient and resourceful and have addressed many challenges which have made us stronger. Our divisions have been reduced through cultural understanding, so we share space more than most communities on this island of Ireland.

Derry has made great progress in the arts in the recent years - more publicity should be given to this. ””

Public consultation respondent, August 2017

Arts and culture are not optional extras but essential for people's creativity, learning and well-being. ””

Public consultation respondent, July 2017

Our reign as UK City of Culture 2013 made a huge difference and demonstrated the transformative power of arts and culture to the social and economic regeneration of the area, to health and well-being and to the creation of our shared future:

5. | Where are we now?

- Surveys showed that 81% of all residents and 83% of residents living in the most deprived parts of the city attended a City of Culture event.
- In 2015 43% of residents of the most deprived areas rated arts & culture activities in the city as excellent or very good compared to 10% in 2009. (CoC 2013 Final PPE).
- 67% of our residents participated in or attended a cultural / entertainment activity in which they had never been involved before.
- We continue to see the resulting civic pride in our daily encounters with our fellow citizens: research with schoolchildren by Queen's University in 2015 showed that 84% were prouder to be from Derry and Strabane as a result of City of Culture 2013.
- In 2017, we had the highest hotel room occupancy ever recorded for the City at 70% - up 5% from 2016 - and it will continue to grow with the number of hotel rooms expected to increase by 40% by 2020 (this is higher than the 2013 figure at 68%).
- Over £160m was invested in infrastructure to support delivery in City of Culture, and the investment continues with the creation of the Cultural Quarter in Great James Street. This is a direct legacy of the city hosting the Fleadh Cheoil na hÉireann 2013.

In the last 10 years, capital investment by DCSDC and its partners has had a significant impact on our local people and places. As an example, in the city, shared spaces now stretch from St Columb's Park in the Waterside to Guildhall Square on the city side with the Guildhall, Tower Museum and onwards to the recently regenerated Brooke Park. 11 partners invested £4.6m in Cultúrlann Uí Chanáin, £2.5m was invested in restoration of the First Derry Church and Museum, £1.7m in Aras Colmcille visitor centre, £0.5m in cultural facilities at the

Gasyard, £1.8m in Old Hawkin Street Fire Station, and £1.4m in the development of the Museum of Free Derry; while £2.6m secured a new visitor centre for the Apprentice Boys.

In recognition, the public voted the Historic Centre of Derry winner of the Royal Town Planning Institute's Northern Ireland Best Places 2017 competition. Work is continuing on the £1.2m refurbishment and development of the Presbyterian Church and Manse in Great James Street, as an Acadamh Ceoil Thraidisiúnta and an Arts and Performance space. In Strabane, £3.6m was invested in the Alley Theatre in 2017 and £300k in the Castle Site in Castlederg in 2014.

There is huge scope and local energy to continue on this creative and cultural journey.

To me, arts and culture is an onion with loads of layers.

Public consultation respondent, August 2017

Arts and culture is a collection of countless elements that entwine with each other to weave an intricate ecosystem that is hard to unpick. Ours blends contemporary and traditional, professional and community, each element closely linked to all the rest. We have a long tradition of doing it for ourselves so you will find as much arts, heritage and culture in our communities as in our high-profile cultural buildings, which themselves surged up from community roots. We are proud of both but need to shout it louder and ensure we harness support for both to ensure the long-term sustainability of our endeavours.

We have more award-winning writers, musicians, actors, artists than you would think. But many struggle to make a living. We already work together with ground-breaking partnerships and networks that others seek to copy like #DERRYcreatives and Studio One Craft Collective but we need to strengthen partnerships outside our own sector.

The focus for the Council's built heritage framework is to promote the full economic, social and environmental potential of the built historic environment in the Council area. The framework will also collate the relevant heritage actions from across the various existing strategies including this one. We want to promote heritage as a tool to help the Council area stand out as a place of heritage quality, best practice, custodianship and partnership. We want to encourage and develop community pride in heritage. We want to help unlock the unique backdrop and source of inspiration that heritage can provide for our tourism, arts and culture sectors so that they can be enjoyed by residents and visitors alike.

The music tradition and talent within arts and culture in my area is exceptional and I'm proud to be part of it.

Public consultation respondent, July 2017

Cultural Venues funded by DCSDC 2016/17

In 2016/17, DCSDC invested £156,052.30 in 11 of our cultural venues across the city and district. This investment represented just 2.5% of the total expenditure (£6,130,728) made by these 11 organisations in the delivery of arts and cultural programming activity in the same year. Within these organisations ³,

- 28.5 full time permanent artistic staff and specialist practitioners were employed;
- 766 contracted artists and specialist practitioners were employed;
- 66.5 full time equivalent other staff were employed;
- 78 board members were engaged;
- 394 volunteers were involved in these 11 organisations expending 16,129 volunteer hours;

- 85,919 participants were engaged in arts and culture activities;
- Total audience numbers for these 11 venues was 679,967. (This figure is specific to the total number of people attending a one-off event with audiences also participating by visiting, watching, listening and responding to events).
- 6,701 activities were delivered; and
- 53,768 on line audiences were engaged

The arts and culture sector in our District

The infographic of the arts and culture sector in Derry City and Strabane District in Figure 2 overleaf demonstrates the breadth and depth of our dynamic sector. This strong ecosystem creates opportunities for engagement and participation of local people and visitors alike. However, we need more statistical information about our audiences and participants.



³ DCSDC Cultural Venue Summary Indicators 2016/17 Impact Report

Figure 2: The arts, culture and heritage sector in Derry City and Strabane District⁴



⁴ The data behind this infographic has been compiled from a wide range of sources including Derry City and Strabane District Council, RPD Consulting's Heritage and Cultural Audit of the Neighbourhood Renewal Areas, #DERRYcreatives, Donegal County Council, The RSA's Heritage Index 2016 and participants in the consultation process for this strategy. It represents the sector at the time of these audits.

All things creative: art, crochet, knitting - I love it all. ”

Public consultation respondent, August 2017

Derry is a brilliant example of a city that has bounced back from difficult times. This is a city with heart, which shines through in its exciting arts and music scene. ”

Tim Hall, Lonely Planet

Derry City and Strabane District’s “current offering is strongest in relation to heritage and culture”.

Derry City & Strabane District,
Tourism 2018-2025: a new level of ambition

Engagement with Culture can help lift the poverty of aspiration.

Government and the Value of Culture
2004 DCMS, Tessa Jowell

Derry people have huge hearts. We love our town - we always come home in the end. Make it even more amazing.

Public consultation respondent, August 2017

Our events are world famous. What Rio is to Carnival, Derry is to Halloween. In 2017, 50,000 visitors came to the Derry Halloween Celebrations celebrations, with Derry winning international recognition as the “Best Halloween Destination” in a USA Today reader’s poll and the UTV Business Eye Best Tourism/Hospitality Project of the Year 2017, with the pageant pieces created by our urban and rural communities making us winners. But we still need to up our game, building on what we have already to grab more of the world’s attention and shift the region’s cultural centre of gravity westwards.

The role of arts and culture in creating economic and social change has been recognised. District and regional tourism strategies have embraced arts, heritage and culture as a long-term driver for growth, and economic growth strategies are prioritising digital and creative industries. Derry City and Strabane District already has

broadcast production, digital publishing, music, games development and animation/ film companies inclusive of our many cultural venues as well as clusters, supported by Ulster University and North West Region College. Our cultural and creative industries sector is built on a bedrock of creativity that is already an economic driver, fuelling innovation and ideas creation. The sector also has an important role in developing the skills we need to grow our economy.

We have world class facilities and programming. Many of our local cultural venues have won awards for their creative and innovative endeavour. One of Northern Ireland’s three Creative Learning Centres is at the forefront of the shift from STEM to STEAM in the City.⁵

The addition of art and creativity... encourages children to become more engaged with the core... can widen the talent pool, deepen the interest and encourage a real-world, multi-disciplinary approach to learning that is skills focused and develops both a rounded workforce and increased levels of scientific literacy.

North West STEM Action Plan, 2015

⁵ Science, Technology, Engineering and Mathematics are key to our economic growth, but research shows the Arts develop the skills to apply STEM: critical thinking, problem solving, effective communication and making connections across complex ideas. <http://stemtosteam.org/resources/>

Ulster University's Intelligent Systems Research Centre on the Magee campus focuses on the effective use of games and virtual worlds for STEM related education. Although our schools are proactive, not all of our arts organisations understand the role that they could play in promoting STEAM approaches to learning.

The Urban Villages Strategic Framework recognised and reinforced the contribution that arts and culture can make to the area, demonstrating its future potential.⁶

The arts are in the DNA of every one of our residents. Most already engage. 72% have been to at least one arts and culture event or festival in Derry City and Strabane District in the past year, 26% have been to a museum, 30% have been to a music performance and 31% have seen a play.⁷

So, why do we need this strategy?

Because there's room for improvement. Just 24% of residents rated the provision of arts and cultural activities in Derry City and Strabane District as very good or excellent and just 18% of citizens say they participate in lessons for music, drama or dance. We need to increase participation in arts, culture and heritage activities across the City and District, making sure no one is left behind. We recognise the uniqueness, diversity and quality of our cultural activities and assets and the impact they have on the lives of our citizens. We want to ensure every resident can engage in arts and culture, demolishing barriers, ensuring borders don't thwart creativity, inspiring engagement and giving everyone a voice. We want to enable our citizens to further strengthen and develop the cultural activities that are created and delivered by their own communities. **We need to engage citizens and grow our audiences.**

One of our shortfalls is our lack of data on what, how and with whom we do our work, how effective we are at doing it and the difference we make to the city and district's regeneration,

development, health and well-being and inclusion activities and to people's lives. **We need to work together to plug this crucial information gap.**

Following our success with City of Culture in 2013 and the regeneration it continues to spark in our City and District, we dreamed of becoming European Capital of Culture 2023 with Belfast, our sister city. We were disappointed when that dream faded. But the dream helped us to cement our ambitions. We want to take Derry City and Strabane District from the edge to the centre, with our artists, arts and heritage groups and organisations recognised regionally, nationally and internationally as creative leaders and innovators. **We want to build on our strong foundations to deliver even more quality programme, product and practice.**

We want to enable every resident and visitor to be inspired by world class arts, heritage and culture, demolishing barriers and giving everyone a creative voice. We want to help our communities to curate and sustain their own cultural activity, too. However, we need to make it easier for our citizens and visitors to engage with us and to find out what we do, where we do it and when more easily. **Together, we need to invest time and money to make our marketing and communications integrated, effective, accessible and ambitious.**

Of course, we have physical walls and borders, but the biggest ones are inside our heads. We believe in the power of arts and culture to inspire people to think, act, experiment, share and learn. But we need the resources to make that happen. We need to see investment in the sector's infrastructure and marketing to achieve our ambitions. We need to continue to deliver quality programmes, products and practice and invest in the skills and capacity of our creators and artists to continually grow and improve our cultural offering and maintain our world class standing. **We need to find ways to invest in the potential of our creative citizens and sector.**

We want arts, culture and heritage to play a key role in developing a strong competitive economy in which more artists earn a living, connecting people and opportunities, building shared, equal and safe communities, and enabling everyone to live healthy and fulfilling lives. We must continue to advocate for our role, build partnerships and collaborate with others to contribute imaginatively to delivering Derry City and Strabane District's Strategic Inclusive Growth Plan. **We want to strengthen the cultural infrastructure and grow employment opportunities in our City and District.**

One of the key messages from the consultation process was the need to measure our impact. We understand the value of demonstrating how we contribute to a range of outcomes critical to the regeneration of the city and district and the prosperity of its people. **We want to demonstrate and communicate the difference that our community makes.**

Most of all, we dream of Derry City and Strabane District moving from the edge to the centre, daring to become an innovator, an incubator and a leader regionally, nationally and internationally.



⁶ The Urban Villages Strategic Framework for Bogside, Fountain and Bishop Street - Executive Office, 2016

⁷ Derry City and Strabane District Citizen Survey 2015

⁸ Derry City and Strabane District Citizen Survey 2015

6. | Making our dream a reality

We understand that arts, culture and heritage can transform people's lives, helping them and their communities combat social and financial exclusion. So we will work to ensure that the opportunities it offers are open to all as creators, performers, participants and audiences, bringing the edge to the centre. We will do this by developing the creativity and organisational capacity of residents to devise and run arts, culture or heritage events and activities. This will involve investing in community centres, halls and heritage centres to create local cultural hubs in isolated and marginalised communities across the city and district. This often means small changes to buildings to make them fit-for-purpose (like a sink, storage room or accessible space to make possible messy and creative play). Our goal is to enable creativity for all wherever they live.

Little things can make a big difference. Some of our actions may not look ambitious, but, with such a strong foundation, relatively small amounts of money and changes in the way we do things have the potential to kick start the future for many individuals, groups and organisations.

Big things make big differences, too. So much investment in arts and culture is focused on Belfast, the region's biggest city. We will influence the people with the purse-strings taking a sub-regional approach to investment to ensure a fairer sharing out of resources across Northern Ireland. We will continue to find creative ways to lever additional resources. We will forge new partnerships outside arts and culture, adding our weight and energy to all those striving to improve the lives of everyone in Derry City and Strabane District. In order to achieve our ambitions, we will seek financial investment to improve our infrastructure, to build the capacity and skills of our practitioners and artists, to improve our marketing, communication and customer relationship management with our audiences, participants and customers, and in our collaborative endeavour enabling us to socially innovate.

Continued collaboration between local, national and international will be at the heart of everything we do, widening perspectives and further building our capacity to change things for the better.

There is a positivity and an energy coming from the arts, culture and heritage sectors as Derry City and Strabane District begins to believe in itself, to allow itself to hope that we have reached a 'further shore' and that we deserve to play our part on the international stage. ”

Fiona Umetsu, O-Bon Japanese Festival Group

Some of the big things we need to spark change are beyond our control, like our transport, third level education and tax infrastructures. We will add our voice to that of our partners, asking the right questions, proving the need and ensuring action stays on the agenda.

In creating this strategy, we were driven by our determination to show how arts and culture can contribute to the cultural, social and economic future of Derry City and Strabane District. So, our vision and mission is directly geared to the vision and mission of the Inclusive Strategic Growth Plan. We discovered that across the North West we were united by common beliefs that lie at the heart of all our work, so these have become our strategic values. The same ideas came up again and again across all our goals, so these have become our cross-cutting ways of working, essential for creating change.

And that's what this strategy is all about: change.





Change means new three-way partnerships between communities, the arts and culture sector and government bodies, pooling ideas, skills and resources, taking the long-term view, buying local and developing local to ensure our vision becomes a reality. We are used to change. We are resilient and strong. We already have strong foundations on which to achieve this by virtue of how our sector has developed over many years. We have new ambitions. We are innovators and the world is now our oyster. Together, we will make change happen.

Derry's status as the City of Culture has given its people the opportunity to show the world what you already knew but were too modest to say - that this is an exciting city, proud of its history but also driven by vibrant communities who are determined to create a positive future for themselves.

Michael D. Higgins, President of Ireland ”

Our Vision, Mission, Aims and Values

The following outlines our Vision, Mission, Aims and Values for our Arts and Culture Strategy.





Outcomes

Our strategy contributes to the outcomes of the Derry City and Strabane District Inclusive Strategic Growth Plan. Success for us will be a City and District where everyone...



Creativity is a hidden treasure in cities; when you bring it to the surface, the rewards are manifold. ”

Juliana Engberg, 'What Makes a Creative City?',
The Guardian, 6 September 2017

Ways of working

The arts and culture sector will take a co-ordinated approach that takes into account all arts and cultural activity and assets, no matter who delivers or owns them.

We will:

- Collaborate across the North West to maximise our impact, fill the gaps and avoid duplication, share skills and resources and co-deliver programming, education and outreach, audience development, audience research and marketing.
- Work together in a co-ordinated way to ensure everyone in Derry City and Strabane District, including those in rural areas, has the opportunity to get involved in arts and culture.
- Work to better understand how, where and why people engage with arts and culture across the North West so our decisions are based on evidence and models of good practice.
- Involve citizens in designing and delivering activity and collaborate with community forums.
- Celebrate the contribution of volunteers to arts and culture.
- Set minimum standards to maintain quality and identify good practice and work across borders.
- Ensure we consider sustainability and the protection and enhancement of the environment in all that we do.

Leading by example, Derry City and Strabane District Council along with the co-delivery group will inspire partners and stakeholders to:

- Work together in a joined up way across departments and agencies.
- Design an innovative, flexible and collaborative investment model best suited to meet the aims and objectives of this strategy.
- Acknowledge the huge contribution to arts and culture of community volunteers, small organisations and creative individuals by creating more flexible, straight forward and user-focused funding processes.
- Foster a collaborative approach to investment in the sector by encouraging funding applications from networks, clusters and consortia.

To achieve this, Derry City and Strabane District Council will enable its officers to focus more on facilitating networking and collaboration across the sector and with other departments and agencies, thus helping to lever additional external funding.

We need more village related activities. ”

Public consultation respondent July 2017

7. | Action Plan

Our actions are organised around our six aims. Each includes an indicative total cost reflecting the contributions by all stakeholders, not just Derry City and Strabane District Council.

We worked together to create this strategy and we will work together to deliver it, so together we will fine-tune the budget, involving audiences, participants, artists, arts organisations and stakeholders in decisions, particularly those involving individual venues, community arts and outreach work.

Unless we say otherwise, each action is relevant right across the arts, heritage and culture ecosystem.

The action plan shows who will be involved in delivering each action (the stakeholders) and how it links to Derry City and Strabane District Council's other strategies, in particular the Inclusive Strategic Growth Plan. Overleaf, you'll find a key to the abbreviations referred to in the "Integration, Owner and Stakeholder" columns of the Action Plan.



International street theatre show at In Your Space Circus's Festival, 'Carnival of Colours'

Key to stakeholders and strategies

ACHS	Arts, Culture and Heritage Sector	INI	Invest NI
ACNI	Arts Council Northern Ireland	ISGP	Inclusive Strategic Growth Plan - or Growth Plan
BID	Business Improvement District	LGP	Local Growth Partnerships x 8 (Delivery bodies for Local Community Plans)
CCAG	Causeway Coast & Glens Borough Council	NIEA	Northern Ireland Environment Agency
CCI	City Centre Initiative	NIFDA	Northern Ireland Food & Drink Association
CDG	Co-delivery Group	NIS	Northern Ireland Screen
COC	Chambers of Commerce	NISRA	Northern Ireland Statistics & Research Agency
CoC2013	City of Culture 2013	NWRC	North West Regional College
DAERA	Department of Agriculture, Environment & Rural Affairs	NWRDG	North West Regional Development Group
DCC	Donegal County Council	PHA	Public Health Agency
DCSDC	Derry City & Strabane District Council	RDP/RD	Rural Development Partnership / Rural Development
DfC	Department for Communities	SEUPB	Special EU Programmes Body
DfE	Department for Economy	SIB	Strategic Investment Board
DfI	Department for Infrastructure	SIG	Strategic Infrastructure Group (DCSDC)
DoF	Department of Finance	SME	Small Medium Enterprise
ESDP	Education and Skills Outcome Delivery Partnership (of the Growth Partnership)	TI	Tourism Ireland
F&ODC	Fermanagh & Omagh District Council	TNI	Tourism NI
FODW	Friends of the Derry Walls	UEG	University Expansion Group
GPDP	Growth Plan Delivery Partnerships	UU	Ulster University
GR	Good Relations	VD	Visit Derry
HED	Historic Environment Division (Part of Department for Communities)	WAOG	Western Area Outcomes Group
HLF	Heritage Lottery Fund		

Key to stakeholders and strategies

<p>DCSDC COMMUNITY PLAN:</p> <p>VISION:</p> <p>CROSS CUTTING THEMES (WITH CODES FOR ACTION PLAN):</p>	<p>INCLUSIVE STRATEGIC GROWTH PLAN 2017 - 2032 (ISGP or Growth Plan)</p> <p>A thriving, prosperous and sustainable City and District with equality of opportunity for all</p> <p>AIIG: Addressing Inequality and Inclusive Growth GR: Good Relations RD: Rural Development S: Sustainability</p>
<p>DCSDC TOURISM STRATEGY:</p> <p>VISION:</p> <p>ACTION PLAN PRIORITIES (WITH CODES FOR ACTION PLAN):</p>	<p>DERRY CITY & STRABANE DISTRICT TOURISM STRATEGY 2018-2025: A NEW LEVEL OF AMBITION</p> <p>The Walled City • Where the Atlantic Way meets the Causeway Coat & Glens • A destination and a perfect hub for exploring</p> <p>PE1.1 - PE6.2: Product and Experience VSI.1 - VS5.7: Visitor Servicing DM1.1- DM3.3: Destination Marketing: need for investment</p>
<p>DCSDC INTEGRATED ECONOMIC STRATEGY - IES:</p> <p>VISION:</p> <p>STRATEGIC OBJECTIVES (WITH CODES FOR ACTION PLAN):</p>	<p>INTEGRATED ECONOMIC STRATEGY (IES) 2015- 2020</p> <p>A vibrant, entrepreneurial and empowered Derry and Strabane, realising its full economic potential for the benefit of all of its communities, households and individuals</p> <p>Focus and Step Change Segment- including Creative Industries, Culture & Tourism and Digital Industries</p> <p>IES - Obj 1: Clear focus on economic growth IES - Obj 2: Skills aligned with opportunities IES - Obj 3: Entrepreneurial and Creative Hub IES - Obj 4: Vibrant Trading Networks IES - Obj 5: 'Business ready' with a compelling investment proposition IES - Obj 6: Economically connected IES - Obj 7: Attractive location for individuals and families to live in, work and visit</p>



Aim 1: Engage citizens and grow audiences

We want to ensure every resident can engage in arts and culture, demolishing barriers, ensuring borders don't thwart creativity, inspiring engagement and giving everyone a voice.

Objective 1A: To attract new audiences and increase frequency and depth of engagement by existing audiences with arts and culture across Derry City and Strabane District

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
1A	Identify the gaps in engagement by collecting and analysing data to understand what and where arts and heritage activity happens in 2018/19, and who engages with it across the North West. Undertake primary and secondary research to identify effective ways of increasing engagement relevant to the local context. Use the information to set a baseline and targets for increasing citizen participation.	GROWTH PLAN AIIG A.3.2 ECONOMIC OBJ: 7 TOURISM: DM1.1, 1.2, 1.3	DCSDC DCC	North West Regional Development Group (NWRDG) Tourism Delivery Partnership; CDG; DCC	£30k EXTERNAL RESOURCE YEAR 1
1B	Widen and deepen engagement by marginalised groups including Section 75 groups through the development of a joint, sector-wide arts and culture audience development engagement strategy and action plan for the North West including online engagement and digital programming and marketing. Ensure technical expertise is not needed so all stakeholders can engage. Make funding application to NWRDG. (Link with 3c).	GROWTH PLAN AIIG A.3.2 ECONOMIC OBJ: 7 TOURISM: VS3.2, DM2.4	DCSDC DCC PHA	Tourism Delivery Partnership North West Regional Development Group (NWRDG) CDG DCC DCSD Diaspora Working Group	£70k EXTERNAL RESOURCE YEAR 1
1C	Encourage a greater geographic spread of arts and culture by identifying and filling gaps and extending the use of existing and new venues and spaces to increase local access to arts and culture particularly for rural communities and those experiencing disadvantage and recognising the role of Local Growth Partnerships (LGPs) (which help deliver the Local Community Plans) as key mechanisms in the delivery of arts and culture actions, recognising that arts and culture can help achieve many community plan and community development outcomes. Offer an arts and culture focused capacity building programme to these LGPs to enhance the arts and culture content of the LCPs moving forward.	GROWTH PLAN AIIG, RD B.1.12 ECONOMIC OBJ: 7 TOURISM: PE4.7, 4.8 PE 1.10; PE 4.1	DCSDC LOCAL GROWTH PARTNERSHIPS x8	CDG Arts, culture and heritage sector, local communities, Tourism Delivery Partnership, DCSDC Tourism, Visit Derry, Tourism NI, local hospitality providers, ACNI, Peace IV	INTERNAL RESOURCES YEARS 1-5
1D	Work with partners and audiences to embed access and inclusion best practice across arts and cultural sectors including the extension of the existing PHA funded programme, the Arts and Disability Equality Charter scheme & the delivery of a dedicated Access and Inclusion Action Plan aligned with the Arts and Culture Strategy.	GROWTH PLAN AIIG A.3.11, C.1.13 ECONOMIC OBJ: 7	DCSDC & PHA	ACHS, local communities, pan disability groups, impairment organisations – local and regional, residents with disabilities	£55K PA FROM PHA EXTERNAL SOURCES YEARS 1-5
1E	Work with the Heritage Development Officer to create a Heritage Delivery Partnership to enhance the understanding and appreciation of the built and natural environment and promoting environmental stewardship.	GROWTH PLAN: B.1.4, C.1.13 ECONOMIC OBJ: 7	DCSDC	Heritage Stakeholders	YEAR 1

Arts and culture are not optional extras but essential for people's creativity, learning and well-being. ”

Public consultation respondent July 2017

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
1F	Ensure on-going alignment with the Tourism Strategy, through bringing the Walled City to life through animation and a sustained programme of arts and cultural performance. Work together to develop programme content, support event delivery to enhance the visitor experience including using digital technology, and increase visitor numbers, visitor spend and employment opportunities. Work with tourism to help position the Walled City as a gateway to the heritage, creativity and culture of the North West and the rest of Northern Ireland. Actively direct visitors in Derry to heritage sites and cultural activity throughout the North West. Collaborate with others to utilise external resources effectively. Engage in a joint symposium biannually with tourism and others to achieve this action.	<p>GROWTH PLAN: A.3.5</p> <p>ECONOMIC OBJ: 1, 2 & 7</p> <p>TOURISM: PE 1.3, 1.10, 2.1, 2.2, 2.3, VS3.2, 3.4, 4.1, 4.2, DM 1.6</p>	DCSDC	DFC, ACNI, NMNI, NIMC, NIEA, NT, HLF, TNI, TI, FOW, Planners, DFE, VD, COG, ICT, DFE, Preservation Trusts, Property Owners, ACHS, local communities. Peace IV, Tourism Delivery Partnership DCSDC, local hospitality providers DCSD Diaspora	<p>£50K ALREADY COMMITTED TO DIGITAL ANIMATION</p> <p>YEARS 1-5</p>
1G	In partnership with Derry City and Strabane District Council and the Department for Communities' Historic Environment Division's new joint built-heritage initiative, continue to develop innovative projects to promote greater local, national and international appreciation of and access to Derry City and Strabane District's rural and urban built heritage and reinforce the cultural tourism proposition linked to heritage and the importance of environmental sustainability. Identify resource requirements and seek externally.	<p>GROWTH PLAN A.3.5, B.1.3, B.1.4</p> <p>ECONOMIC OBJ: 1, 2, 5 & 7</p> <p>TOURISM: PE1.1, 1.2, 1.5, 1.8, 1.9, 2.1, 2.2, 2.3, VS3.2,</p>	DCSDC	Heritage Forum and Tourism Delivery Partnership DFC HED	<p>C.£100K P.A. (EXTERNAL RESOURCE)</p> <p>YEARS 2-3</p>
1H	Establish a fund to promote the role of the built environment in creating a sense of belonging by enabling local communities to take the lead in creating and animating shared sustainable public spaces they want to use, attracting visitors to their area. This includes developing public artworks. Seek external resource.	<p>GROWTH PLAN GR B.1.9, C.2.1, C.2.3</p> <p>ECONOMIC OBJ: 1, 2, 5 & 7</p> <p>TOURISM: PE 4.1, 4.2</p>	DCSDC WITH GR TEAM	DFC HED, TEO, ACNI, NMNI, NIMC, NIEA, NT, HLF, TNI, TI, FOW, Planners, DFE, VD, COG, ICT, DFE, Preservation Trusts, Property Owners, Arts, culture and heritage sector, local communities, Tourism Delivery Partnership, DCSDC Tourism, local hospitality providers	<p>£50K P.A. (EXTERNAL RESOURCE)</p> <p>YEARS 2-3</p>

I never in my life had any involvement in the arts. Now I can see how much the arts can impact on a person's life. ”

Public consultation respondent, August 2017

Key opportunities include investment in animation and collaboration to offer a more coherent experience. ”

Derry City & Strabane District,
Tourism 2018-2025: A New Level of Ambition

Objective 1B: To remove practical barriers to engagement with arts and culture in Derry City and Strabane District by developing an edge to centre approach to the development of community cultural infrastructure and event delivery.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
1I	Resource museums in Derry City and Strabane District so they can offer free entry to residents and open on Sundays. DCSDC Visitor Services to consider this within existing budgets and the Heritage Animation Fund.	GROWTH PLAN A.1.3 ECONOMIC OBJ: 5 & 7 TOURISM: VS5.7	DCSDC VISITOR SERVICES	Tourism Delivery Partnership NMNI, NIMC, DFC	WITHIN EXISTING DCSDC BUDGET YEARS 3-5
1J	Establish a pilot artists-in-residence scheme in workplaces and local health, social care and education settings through PHA and other relevant stakeholders. Seek external resource.	GROWTH PLAN A.1.3, C.1.13 ECONOMIC OBJ: 5 & 7	PHA	ACNI, PHA, DCSDC, Health Trust	£30K P.A. PHA YEARS 2-5
1K	Advocate for better networked and resourced rural transport to enable people to participate in cultural activities locally and across the City and District.	GROWTH PLAN A1IG, B.2.2, B.2.5 ECONOMIC OBJ 5 & 7 TOURISM: VS5.6	CO-DELIVERY GROUP	Tourism Delivery Partnership DAERA, DFI	YEARS 2-3
1L	Create additional opportunities for voluntary creative groups and individuals to showcase their creativity within signature large scale arts and heritage events through commissioning accredited capacity building programmes. Establish a procurement process designed to harness the best artistic product and event delivery expertise that the region has to offer, and one that contributes positively to greater equality and social inclusion and more opportunity locally. Commission a piece of work to identify alternative best practice in procurement for this area and make recommendations concerning the Council festival and events portfolio including the use of social impact clauses in contracts.	GROWTH PLAN A1IG, RD A.3.3 ECONOMIC OBJ: 5 & 7 TOURISM: PE 5.1	DCSDC	ACNI, Tourism Delivery Partnership	FROM EXISTING FESTIVAL & EVENTS BUDGET YEARS 2-5

The creativity and culture proposition is well developed but further co-ordination across public and private sector will help to establish the city and region as the cultural destination of choice on the island of Ireland. ”

...a renovated old building with beautiful spaces and woodwork that has become a beacon for real cultural outreach and experimentation. ”

Public consultation respondent, August 2017

Derry City & Strabane District,
Tourism 2018-2025: A New Level of Ambition

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
1M	Upskill the arts and culture sector to develop and deliver activity that promotes mental health and wellbeing among children and young people including developing formal links between the co-delivery group and the Western Areas Outcomes Group to align strategies and actions. Source external budget for same in partnership with WAOG and other CVS groups for pilot project, building on existing good practice like the existing model in Foyleside DEA delivered through Magee and OWNP. Seek external resource.	GROWTH PLAN A.3.11, C.1.1, C.1.8, C.1.13 ECONOMIC OBJ 2 & 7	CO DELIVERY GROUP WESTERN AREAS OUTCOMES GROUP	CYPSP Youth Council, Arts, culture & heritage sector, Local Area Planning Groups CVS Partners	£20K+ PA EXTERNAL RESOURCE YEARS 2-5
1N	Set up structures to promote collaboration at the early stages of project planning between arts and culture organisations, youth service delivery organisations and the education sector to reach young people not already engaged in arts and culture. Programme more arts and culture events and activities for children under five and their families. Seek external resource.	GROWTH PLAN A.1.3, A 1.13, A.3.2, C.3.4 ECONOMIC OBJ 2 & 7	DCSDC EAYS WESTERN AREAS OUTCOMES GROUP	WAOG, EAYS, Arts & culture sector Education Authority, EAYS, public & voluntary sector youth workers, Youth Council	- YEAR 1 £20K EXTERNAL RESOURCE YEARS 2-5
1O	Programme more arts, heritage and cultural events in the early evening and on Sundays including the development of a programme of "arts trails" . Integrate within cultural organisations and heritage animation grant aid programmes but also seek external funding.	ECONOMIC OBJ7 TOURISM: PE2.2, VS 5.7	CO-DELIVERY GROUP	Tourism Delivery Partnership	£30K PA EXTERNAL RESOURCE YEARS 2-5
1P	With other departments, to scope options to provide and licence specific on-street performance zones with regular high footfall in Derry and Strabane for informal performances to animate Derry City Centre between the shops shutting and pubs and clubs opening. Link with DCSDC regeneration on planning and design policy for future capital projects and engage with local communities already involved in this type of activity.	GROWTH PLAN RD A.2.1 ECONOMIC OBJ 6 & 7 TOURISM: PE2.2, 5.1	CO-DELIVERY GROUP	Tourism Delivery Partnership, COC, arts and culture sector, Public Realm	REGENERATION NO BUDGET REQUIRED FROM A&C YEARS 3-5
1Q	Lobby to improve the availability of late-night taxis. Include the City and District's taxi drivers in Tourism's World Host Programme training. Seek external resources	GROWTH PLAN A.2.1 ECONOMIC OBJ 6 & 7 TOURISM: VS 2.1	CO-DELIVERY GROUP	Tourism Delivery Partnership DCSDC Business Support	- SEEK EXTERNAL RESOURCES YEARS 2-3

My dream for arts and culture in Derry and Strabane is to walk through the streets after 6pm and they are buzzing with activity - rain or shine. ”

Public consultation respondent, August 2017

¹⁰ An Arts Trail is a walk along a defined route, self-guided or with a host, incorporating a planned sequence of arts and culture experiences

Aim 2: Deliver quality programme, product and practice

We want to take Derry City and Strabane District from the edge to the centre, with our artists, arts and heritage groups and organisations recognised regionally, nationally and internationally as creative leaders and innovators.

Objective 2A: To increase the impact of arts and culture through new ways of working

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
2A	Join the dots across Council by taking a cross-sectoral planning approach to programming, delivery and evaluation including an integrated co-delivery group, an annual planning symposium and ensuring joint programming and evaluation are standing items at meetings.	ECONOMIC OBJ: 6	DCSDC GROWTH PLAN DELIVERY GROUPS CO-DELIVERY GROUP	All relevant units in DCSDC, ACNI	£5K P.A. - CP YEARS 1-5
2B	Participate in an integrated approach to built heritage in line with heritage best practice and led by the Department for Communities' Historic Environment Division and Derry City and Strabane District Council's new Built Heritage Officer. With Regeneration, work with the Heritage Delivery Partnership to develop a framework for built and natural heritage with outcomes linked closely to this Arts and Culture strategy, DCSD's Economic Development Strategy and the Tourism Strategy to further develop Derry City and Strabane District as a standout sustainable heritage destination.	GROWTH PLAN A.3.5, B.1.4 TOURISM: PE1.4	DCSDC BUILT HERITAGE DFC HED	Tourism Delivery Partnership DFC HED, NMNI, NIMC, ACNI	£25K PER ANNUM (IN PLACE TO 2020 THROUGH HED) YEARS 1-5
2C	Play a key role in securing international designations such as UNESCO Creative City (e.g. Music City) and Heritage Village status. Work with DCSDC Legacy Unit among others to identify and secure external resource.	GROWTH PLAN A.3.4 ECONOMIC OBJ: 5, 6 & 7 TOURISM: DM3.1	DCSDC - LEGACY DEPT.	Tourism Delivery Partnership DFC Historic Environment Division, NMNI, NIMC, ACNI	£30K EXTERNAL RESOURCE YEARS 1-5
2D	Attract key international arts conferences and meetings to Derry City such as the International Association of Theatre for Children and Young People (ASSITEJ), International Drama and Theatre Education Association, Indra Congress (young people and peace building), UNIMA International Congress and World Puppetry Festival, Festival International des Textiles Extraordinaires, Theatre and Performance Research Association etc. Seek assistance from Visit Derry and the Council's conference subvention fund to support this. Seek additional external resources where required.	GROWTH PLAN A.3.14 ECONOMIC OBJ 5, 6 & 7 TOURISM: PE 5.2	DCSDC PEACE IV & VISIT DERRY	Tourism Delivery Partnership UU, ACNI, ANI, EAYS	£30K SOME EXISTING RESOURCES & SEEK ADDITIONAL RESOURCES YEARS 2-5
2E	Tailor programmes across the arts and culture sector to engage with the Year of Youth 2019 through a collaborative planning approach Continue to seek additional dedicated fund for this.	GROWTH PLAN C.3.5	CO-DELIVERY GROUP	WAOG, EAYS, Arts & Culture sector	£30K EXTERNAL SOURCE YEARS 1-2

Arts and culture is a mosaic wall of dreams and aspirations for the future created by local children and young people from all cultures and communities working in tandem with local artists and craft workers.  Public consultation respondent, July 2017

Objective 2B: To create more opportunities for residents and visitors to experience quality arts and culture

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
2F	Promote collaboration, build capacity and increase access for those living in rural communities by developing touring exhibitions that share local heritage artefacts through the existing DCSDC Museum Services Programme and its existing resources. Develop links and seek alternative external resources where new projects are developed.	GROWTH PLAN C2.2, 2.3 TOURISM: PE2.2, PE5.3 PE4.7, 4.8	DCSDC - MUSEUM SERVICES	Rural LGPs Arts & Culture Sector, Tourism & Heritage groups, & Comm/Vol Sector	£50K PART OF EXISTING MUSEUM BUDGET YEARS 2-5
2G	Build on existing activity across the arts and culture sector to create a large-scale arts festival to achieve international recognition among artists and visitors. Seek External resource.	GROWTH PLAN A.3.3 ECONOMIC OBJ 3,4,5 TOURISM: PE5.1, DM 1.6	CO-DELIVERY GROUP	Tourism Delivery Partnership	£100K EXTERNAL RESOURCE YEARS 2-5
2H	Ensure Derry continues to host signature large-scale arts and heritage events in appropriate venues. Consider any pitches from Comhaltas to host Fleadh Cheoil na hÉireann in Derry City in the next five years. Seek external funding.	GROWTH PLAN A.3.3 ECONOMIC OBJ 3,4,5 TOURISM: PE5.1	CO-DELIVERY GROUP	Tourism Delivery Partnership	£TBAOK EXTERNAL RESOURCES WHEN REQUIRED YEARS 2-5
2I	Derry City and Strabane District Council to take a proactive role in identifying and forging new national, cross border, international arts and culture partnerships through a collaborative approach between departments and other agencies and seek additional external resources if required. e.g. with DCC on Colmcille heritage.	GROWTH PLAN A.2.5, A.3.14, ECONOMIC OBJ 6 TOURISM: DM3.3	DCSDC EUROPEAN UNIT AND A&C TEAM	Co-Delivery Group, ACNI, DCC Tourism Delivery Partnership	EXTERNAL RESOURCES WHEN REQUIRED £0K YEARS 2-5
2J	Support those who are commissioning innovative arts and cultural interventions to mark Derry City's geographical and cultural connection between the Wild Atlantic Way and the Causeway Coastal Route and to contribute to the delivery of high-quality public realm schemes. Seek alignment with the Council's tourism strategy.	GROWTH PLAN B.1.7, B.1.9 ECONOMIC OBJ 3,4,7 TOURISM: PE1.5	DCSDC/ ACNI/ TOURISM NI	Tourism Delivery Partnership	£0K INTERNAL RESOURCE
2K	Create a dedicated fund in Derry City and Strabane District to support independent artists, theatre makers and arts organisations in the creation and dissemination of new artistic work. Commission quality local and international artists to create artworks linked to learning opportunities for programmes and events with the aim of inspiring audiences and practitioners. Seek external resource.	GROWTH PLAN A.3.14 B.1.7, B.1.9 ECONOMIC OBJ 1, 2, 3,6 TOURISM: PE1.5	DCSDC / ACNI	Co-Delivery Group, ACNI, Tourism Delivery Partnership Arts, Culture and heritage sector – Theatre makers and artists Regional support organisations for theatre	£50K SEEK EXTERNAL RESOURCE LINKED TO NEW PROGRAMMES YEARS 1-5
2L	In partnership with local Vintners/Chamber of Commerce, investigate the potential to develop a quality kitemark scheme for music venues to improve the quality of live gigs for audiences and musicians e.g. in-house PA, appropriate staging, front of house facilities. Seek external resource.	GROWTH PLAN S A.3.3, A.3.4, A.3.10. TOURISM: PE2.1, 2.2, 5.1, VS2.4, 3.2, DM2.4, PE 6.1 AND 6.2	ACNI Music Sector and Co-delivery group	Co-Delivery Group, ACNI Tourism Delivery Partnership, Music sector	C.£50K EXTERNAL RESOURCE YEARS 2-5

Objective 2C: To improve practice and develop capacity within the sector

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
2M	Co-delivery group to carry out a training needs analysis across the cultural and creative industries in order to develop the focus of a continuing professional development programme. Seek resource from within existing DCSDC Business development to deliver.	GROWTH PLAN RD A.1.5 ECONOMIC OBJ 1,2,3	DCSDC ECON/ BUSINESS DEVELOPMENT CO-DELIVERY GROUP	ACNI, Arts and culture, creative industries and heritage sector	INTERNAL RESOURCE YEAR 2
2N	Linked to the continuing professional development programme, develop initiatives such as an apprenticeship / peer to peer mentoring programme, volunteering, vocational training programmes, career development opportunities for administrative and technical as well as creative roles and a scheme that pairs local artists with artists contracted in from outside the North West to enhance their CVs. Ensure that a wider exchange of skills and knowledge is also planned into such projects. Seek additional external resource.	GROWTH PLAN S A.2.11, A.3.14 ECONOMIC OBJ 1,2,3,4	CO-DELIVERY GROUP	ACNI, Arts and culture, creative industries and heritage sector, DCSDC Business Support, INI, TNI, TI, UU	£20K P.A. EXTERNAL SOURCE YEAR 3-4
2O	Implement a capacity building programme across the voluntary arts and heritage sector to improve the customer experience. Seek External Resource.	GROWTH PLAN A.3.5 ECONOMIC OBJ 1,2,3 TOURISM: VS2.1, 2.4	CO-DELIVERY GROUP	Tourism Delivery Partnership, INI, TNI, TI,	£30K P.A. EXTERNAL SOURCE YEARS 1-5
2P	Provide a calendar of training for disability awareness covering different themes (including autism, dementia, age, ISL, BSL, disability & equality, visual awareness, deaf awareness etc) for volunteers and leaders in arts, heritage and cultural organisations to complement the Charter Programme and the PHA action plan for Access and Inclusion.	GROWTH PLAN AIG A.3.11 ECONOMIC OBJ 2	PHA DCSDC EQUALITY COMMISSION NI	Arts, Culture and heritage sector, Disability sector	£12K YEAR 1-5
2Q	Seek a place on the Education and Skills Outcome Delivery Partnership (ESDP) of the Growth Plan, for a STEAM specialist member of the Co-delivery group to help deliver on all STEAM related actions in this strategy and identify and agree how the arts, heritage and culture sector can make the most of the expertise, networking, communication and facilities available through the education sector in the North West including Further, Higher and Community Education and lifelong learning.	GROWTH PLAN A.1.11, A.1.14 ECONOMIC OBJ 4,6	DFE, DE, EA, EDUCATION AND SKILLS OUTCOME DELIVERY PARTNERSHIP	UU, NWRC, EA, DCSDC, DE, DFE, schools, arts and heritage sector	£0K YEARS 1-5
2R	In Partnership with the University Expansion Group (UEG), lobby for an increase in the Maximum Student Numbers allocated to Higher Education institutions in the North West to ensure the return of third level education in design, fine art, craft and traditional skills.	GROWTH PLAN A.1.1, A.1.14, A.1.15 ECONOMIC OBJ 1, 7	DFE, DE, EA, CO-DELIVERY GROUP UNIVERSITY EXPANSION GROUP	UU, NWRC, EA, DCSDC, DE, DFE, local schools, arts & heritage sector	- YEAR 1
2S	In partnership with the Derry City and Strabane District Council Heritage Development Officer and other agencies (as appropriate) set up a programme of study visits to promote good practice in new build and heritage-based regeneration and restoration projects. Seek external resource.	GROWTH PLAN B.1.2, B.1.3, B.1.4, B.1.8, B.1.12 ECONOMIC TOURISM: PE1.4	DCSDC HERITAGE	DFC Historic Environment Division, ACNI, HLF	£20K PA EXTERNAL SOURCE YEARS 2-3

Aim 3: Make our marketing & communications more integrated, ambitious & effective.

We want to better understand the people who already create, read, listen, watch and join in with arts and culture so we can engage more effectively with every one of Derry City and Strabane District's residents and visitors. Working together, we can grab attention worldwide and build closer relationships with all our communities at home.

Objective 3A: To join the marketing dots.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
3A	In partnership with Council's Marketing Dept, TNI and TI, ensure the destination brand promotes Derry City and Strabane District as a home for arts, culture and heritage and its contribution in raising the wider North West's international profile and linking to the target DCDS diaspora. Develop a five-year joint marketing plan (including the consolidation of DCSDC's Festival and Event marketing resources), taking account of Brexit implications. Link with DCSDC Tourism Strategy's Destination brand actions and TNI's marketing proposition of scale that will link NI's key visitor experiences to maximise potential for joint campaigns. Collect the evidence needed to inform targets and aid evaluation. Work with stakeholders and partners to identify external & internal sources of investment to deliver plan.	GROWTH PLAN A.2.5, A.3.14 ECONOMIC OBJ 1,2,3,6 TOURISM: VS 3.4 DM1.1, 1.3, 1.4, DM2.1 - 2.6, DM 3.2	DCSDC, TNI	DDC All stakeholders, DCSD Diaspora, Visit Derry	£30K P.A. EXTERNAL & INTERNAL RESOURCE YEAR 2
3B	Establish an arts, culture and heritage marketing infrastructure across the North West featuring aligned or shared ticketing/customer relationship management systems to reduce organisations' overheads and understand audiences and the needs of our citizens better, leading from the baseline strategy for audience development/ engagement research in 1a/b. Sector to lead the identification of external funding.	GROWTH PLAN A.3.10 ECONOMIC OBJ 1, 4, 6 TOURISM: DM1.1, 1.4	DCSDC WITH CO-DELIVERY GROUP & DDC	Arts, culture and heritage groups	C.£50K EXTERNAL RESOURCE YEAR 3
3C	Enable everyone to easily access information about arts and culture in the North West through one central online directory, linking to Derry City and Strabane District Council's Smart City initiative's development of a central API. Ensure communities in areas with poor broadband and mobile coverage get access to information about the arts and culture e.g. through print distribution, local media coverage, local ambassadors and the rural LGPs etc. (Link with Action1b) Seek external funding.	GROWTH PLAN A.3.12 AII6 C.2.2 ECONOMIC OBJ 4,6 TOURISM: VS4.2 DM2	CO-DELIVERY GROUP RDP RE BROADBAND ENHANCEMENT	DDC & CCGBC, TNI, TI, Council corporate marketing	£30K EXTERNAL RESOURCE YEARS 3-5
3D	Improve signage to cultural venues and heritage sites across Derry City and Strabane District. Seek additional external resources.	GROWTH PLAN RD TOURISM: VS4.1	DCSDC	DFI Roads Service, TNI, TI, Planners	£40K EXTERNAL RESOURCE YEAR 2

An aerial photograph of a harbor festival. In the foreground, a large crowd of people is gathered on a paved promenade. To the left, several tall, multi-masted sailing ships are docked at a quay. To the right, a roller coaster with a wooden boat-shaped car is visible. In the background, a blue carousel with a large umbrella is in operation. The harbor water is blue, and many sailboats are visible in the distance. The sky is clear and blue.

*Events bring friendly
people, both tourists and
locals, all together as one. ”*

Visitor responding to the public consultation,
August 2017

Objective 3B: To build marketing skills and knowledge within the sector.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
3E	In partnership with Council's Marketing Dept provide tailored marketing training and support for small and voluntary creative and cultural enterprises. Seek additional external resources.	GROWTH PLAN C.2.8 ECONOMIC TOURISM: VS3.1, 3.2, DM2.1, 2.2, 2.3, 2.4	DCSDC MARKETING DEPT.	DDC, VD, TNI, TI, Private and voluntary based tourism providers	INTERNAL RESOURCE YEAR 1

What's my dream? A bustling town centre. Live music. Welcoming and friendly people. Vibrant music and culture. Good hotels and food. ””

Visitor responding to the public consultation, August 2017

I would love to see more large events for my children aged between 8 and 21 - especially the late teens and early 20s age group - and a venue big enough to attract big name singers/bands. I would like to see Derry getting as good a bite at the cherry as Belfast. ””

Public consultation respondent, August 2017

Aim 4: Invest in the potential of our creative citizens and sector.

Our arts and heritage sector needs investment if we are to achieve our potential to deliver economic, social and cultural outcomes for our citizens. We need to find imaginative ways of leveraging new investment and make resources stretch further by working together.

Objective 4A: To lever additional external investment.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
4A	Using existing Derry City and Strabane District Council human resources, continue to develop and co-ordinate partnerships across departments, agencies and the wider arts and culture sector with a view to: strengthening the arts and culture ecosystem; increasing awareness about its value to wider community plan outcomes; and developing new innovative and collaborative projects that can access cross-council, cross-border and/ or European funding streams. Enable those within the Co-delivery group to access bursaries for some of the Councils EU connections budget in order to remain engaged in important EU cultural networks for the benefit of the area. Seek additional external resources for new projects and link with the funding unit in seeking access to these opportunities.	GROWTH PLAN A.3.10 ECONOMIC OBJ: 1, 2, 6	DCSDC A&C AND GROWTH PLAN DELIVERY GROUPS	All Stakeholders	£30K PA EXTERNAL RESOURCE WHEN PROJECTS IDENTIFIED YEARS 1-5
4B	Council to encourage strategic partners to set up offices in the North West by providing hot desk space within the City at no extra cost to council or local sector.	GROWTH PLAN AIIG A.3.10	DCSDC	Regional arts support organisations & others	£0K YEARS 1-5
4C	Ensure that arts and culture organisations in the North West are ready for investment through tailored capacity building programmes including support for sector relevant business planning models and the development of feasibility studies, business cases and economic appraisals through a new Capacity Building Resource Fund. In partnership with ACNI, pursue the establishment of a Resilience Fund targeted at the wider sector to drive efficiencies, innovation and collaboration from Year 2. Build capacity and develop partnerships between arts and culture organisations to assist the sector to successfully engage with public-sector commissioning bodies across health and education etc. in line with the opportunities in the Growth Plan.	GROWTH PLAN A.3.10, A.3.11, C.1.13 ECONOMIC OBJ 1-7	DCSDC & ACNI	Arts and Culture Sector, Business Dev DCSDC, INI, TNI, TI, UU, NWRC	£50K PA MATCH ACNI RESILIENCE FUND IN YEAR 2/3 YEARS 1-5

We need “enhanced capabilities around digital marketing, communication with visitors, provision of information and data collection that can continually shape products and services to better meet visitor demand.” ”

Derry City & Strabane District Tourism 2018-2025: A New Level of Ambition, p12

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
4D	In partnership with the Council's Finance Section develop a 5-10-year Investment Action Plan for the Arts and Culture strategy to secure innovative and alternative sources of investment such as a Percent for Art Scheme or opportunities through City Deal; ways to increase corporate support in partnership with the Chambers of Commerce and other business groups and through examining the feasibility of a Business Improvement District (BID) scheme for the City, complementing the existing one in Strabane.	GROWTH PLAN A.3.10 ECONOMIC OBJ 1, 4, 5,6	DCSDC A&C UNIT	DOF, DFC, ACNI, BCT, DCSDC Funding Unit	£7.5K P.A. INTERNAL RESOURCE YEAR 1-2
4E	In partnership with DCSDC Economic Development Strategy, and other partners, undertake a scoping study and strategy to investigate how DCSDC can encourage visiting producing companies and production houses to base productions (e.g. film location shoots) in the North West. Seek external resource.	GROWTH PLAN A.1.5, A.2.1, A.2.10, A.3.10 ECONOMIC OBJ 1,5,6,7 TOURISM 4.10	DCSDC BUS SUPPORT NIS; INI	Arts and Culture Sector, A&C regional support organisations	£30K P.A. EXTERNAL RESOURCE YEARS 3-5
4F	Collaborate with partners to increase the available funding for low budget productions in the cinematic arts outside Belfast. Seek external funding.	GROWTH PLAN A.1.5, A.2.1, A.2.10 ECONOMIC OBJ 1	CO-DELIVERY GROUP	DCSDC, SCI, NIS, Arts & Culture Sector	EXTERNAL RESOURCE YEARS 3-5
4G	Continue to ensure alignment of DCSDC funding policies. Align with the Growth Plan and boost investment in small grants schemes and programmes supporting voluntary groups and organisations. Ensure small creative enterprises (private sector) have access to growth opportunities through existing economic development and rural development programmes.	GROWTH PLAN A11G C.2.1, C.2.8 ECONOMIC OBJ 1,5,6	DCSDC	Arts and Culture Sector, ACNI and other funders	- YEAR 1 -5

“My dream is arts and culture making use of vacant buildings (or artwork to cover them up) ”

Public consultation respondent, July 2017

Objective 4B: To move away from the low wage economy.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
4H	Within its procurement exercises for arts and culture projects, Derry City and Strabane District Council will establish a minimum expected wage for artists and creative practitioners.	GROWTH PLAN A.2.4, A.2.11 ECONOMIC OBJ 1, 2	DCSDC PROCUREMENT DEPT.	ACNI, SNI, INI and other funders; Co Delivery Group, Arts, Culture and Heritage Sector	- YEAR 1
4I	In order to demonstrate commitment to promoting emerging artists & their ability to create & develop innovative new work, DCSDC will revise its arts and culture grant aid criteria & conditions of funding to arts organisations & venues and will insist upon a minimum expected wage for artists and creative practitioners. Encourage other stakeholders to do the same; monitor pay rates. Liaise with ACNI on new guidelines.	GROWTH PLAN S A.2.4, A.2.11 ECONOMIC OBJ 1,2,4,6	DCSDC CULTURAL GRANT AID PROGRAMMES	ACNI, SNI, INI and others; Co Delivery Group, Arts, Culture and Heritage Sector	YEARS 3-5
4J	Scope potential for securing more favourable business rates for artists, individually and in groups, exhibiting and selling work (through for example engagement with Department of Finance on non-domestic rates).	GROWTH PLAN S A.2.10 , A.2.11 ECONOMIC OBJ 1, 7	CO-DELIVERY GROUP	ACNI, SNI, INI, other funders; Co Delivery Group, ACHS	YEARS 1-2

A more outward show of culture is needed within the city centres, shopping centres and leisure centres e.g. photographic galleries, exhibitions, tourism maps to pinpoint what to do, family friendly events. There's a wealth of talent within the North which is seriously underutilised ”

Public consultation respondent, July 2017

Objective 4C: To make resources go further.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
4K	Through the LGPs, encourage communities to think differently about the physical, human and sometime intangible resources that already exist within their areas and how these can be identified, developed and used more effectively in improving the quality of life of local communities. Alongside this seek greater alignment of existing and potential internal and external funding pots to “make the most of what we’ve got”.	GROWTH PLAN A11G B.1.7, C.2.7 ECONOMIC OBJ 2,3,6 TOURISM: PE2.2, VS3.2	ARTS AND CULTURE SECTION LOCAL GROWTH PARTNERSHIPS	Arts, Culture and Heritage Sector Local community Community Services	INTERNAL YEAR 2
4L	Conduct a feasibility study to scope the potential for a resourced studio- based artist development programme including CPD, equipment, living and studio space based with an existing organisation/ subsidised artists’ workspaces in Derry City and Strabane District. Identify external resource.	GROWTH PLAN S A.2.8; A.2.10, A.2.11 ECONOMIC OBJ 1,2,7	DCSDC WITH CO-DELIVERY GROUP INNER CITY TRUST	ACNI, SNI, INI, TNI, TI, DAERA, HLF, Council Bus support Co Delivery Group Arts, Culture & Heritage sector	£30K EXTERNAL RESOURCE YEAR 3
4M	Develop a database of artists’ spaces in year One and align future support with audit of need for new spaces based on results from practitioners’ needs.	GROWTH PLAN S A.3.10 ECONOMIC OBJ 4,6	CO-DELIVERY GROUP	DCSDC, Arts, Culture & Heritage sector	INTERNAL YEAR 1
4N	In Partnership with regeneration and rural development, animate towns and villages and stimulate growth in the creative industries by promoting the use of empty buildings within village and master plans as work and retail spaces for creative enterprises and as exhibition spaces for local arts and culture. Identify external resource.	GROWTH PLAN RD A.2.8, B.1.4 ECONOMIC OBJ: 1,2,5,7 TOURISM: PE4.1, 4.2, 4.7, 4.8	DCSDC RDP	INI, TNI, TI, DAERA, HLF, Council Economic Development Co-delivery Group	£80K P.A. EXTERNAL RESOURCE YEARS 1-5
4O	Develop a shared equipment resource for festivals and events. Identify external resource.	GROWTH PLAN A.3.10 ECONOMIC OBJ: 4,6	CO-DELIVERY GROUP	INI, TNI, TI, DAERA, HLF, DCSDC Economic Development and Tourism Department & Tourism ACHS	£50K EXTERNAL RESOURCE YEAR 2
4P	Encourage cultural venues across Derry City and Strabane District to make rehearsal, performance and exhibition spaces more affordable for community groups and artists & musicians, developing stronger links between them through an additional criterion of the grant aid for cultural venues and organisations.	GROWTH PLAN RD C.2.2 ECONOMIC OBJ: 1,2,6	CO-DELIVERY GROUPS & CULTURAL VENUES	INI, TNI, TI, DAERA, HLF, Council Econ Dev & Tourism Co Delivery Group Arts, Culture & heritage sector	YEAR 2-5

*“Culture is people.
Let’s have more smiles”*

Public consultation respondent, August 2017

Objective 4D: To create pathways to work.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
4Q	Expand formal and informal heritage education programmes in response to an audit of existing education and outreach programmes matched against the school curriculum from early years to post-primary. Seek external resource.	GROWTH PLAN A.1.3, C.2.3 A.1.9, A.1.3 ECONOMIC OBJ: 2,3,4	DCSDC REGENERATION	HLF, NIEA, DFC, UU, NWRC, EA, Arts, Culture & Heritage sector	£30K P.A. EXTERNAL RESOURCE YEARS 2-5
4R	Encourage key organisation(s) to expand their training programmes including UK and NI wide arts and creative sector support organisations. Seek external resource if required but as far as possible encourage existing deliverers to expand their existing services to the North West from within their own budgets.	GROWTH PLAN A.1.9, A.2.9, A.2.11 ECONOMIC OBJ: 1	CO-DELIVERY GROUP	HLF, NIEA, DFC, UU, NWRC, Arts, Culture & Heritage sector UK & NI wide arts and creative sector support organisations	£20K P.A. EXTERNAL RESOURCE YEARS 1-5

“We need things to keep young people in Derry and Strabane ”

Public consultation respondent, July 2017



Aim 5: Strengthen the cultural infrastructure and grow employment opportunities.

We need to further strengthen our rich and diverse arts and culture ecosystem because a fragile or under-developed element impacts on the ability of all of us to nurture creativity, attract visitors, create jobs and enhance the well-being of our citizens.

Objective 5A: To take a planned approach to the cultural infrastructure.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
5A	Change the Cultural Venues Fund to Cultural Organisation Fund and increase resource by £50k to £192k in total. Remove the requirement to be owner /lease holder of a premises. Being mindful of demand, consider a sliding scale to the funding. Following a pilot in year 1 of the new programme and recognising the need to support both large and small arts organisations across the area, introduce the possibility of three-year outcome-based service contracts for key cultural organisations including venues and larger festivals with inflationary increases each year and without the restriction limiting funding to 5% of expenditure. Review funding to community arts organisations with a view to introducing longer term contracts for the delivery of projects.	GROWTH PLAN A.3.10 ECONOMIC OBJ: 1,2,6	DCSDC	Co-delivery Group Arts, Culture & Heritage sector	£142K PA PLUS AN ADDITIONAL £50K PA TOTAL: £192K PA YEARS 1-5
5B	Review the feasibility of outsourcing appropriate Council-run festivals and events to local partner organisations and commissioning content from community-based organisations across the North West to add value to the remainder. Establish a funding strategy that allows festivals to develop to the next level with a 'step-up' fund from Year 2. Seek additional resource.	GROWTH PLAN A.3.10 ECONOMIC OBJ: 1 TOURISM: PE5.1	DCSDC & CO-DELIVERY GROUP	Co-delivery Group Arts, Culture & Heritage sector Council Tourism Department, DDC	£10K EXTERNAL RESOURCE YEARS 2-5

Objective 5B: To take a planned approach to the cultural infrastructure.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
5C	Recognising that capital development initiatives for Bluebell Arts, Studio 2, participation in Circus and Carnival Arts and a Museum for Strabane were raised repeatedly during the consultation process, undertake an options appraisal to identify whether these initiatives, and others ¹¹ , fill gaps in the infrastructure and meet the outcomes driving this strategy. Consult with the arts and culture sector and Council's Capital Development Team to identify other arts-based capital infrastructure projects at an advanced planning stage for inclusion in the options appraisal to identify priorities for collaborative investment.	GROWTH PLAN A.3.13 ECONOMIC OBJ: 1,2,3 TOURISM: PE4.7	CO-DELIVERY GROUP RDP RE BROADBAND ENHANCEMENT	Arts, Culture and Heritage sector Council Tourism & Economic Development, TNI, TI, DDC, SIB, Sector wide regional support organisations,	£30K + CAPITAL COSTS £30K YEAR 1-5
5D	Offer on-going support through the Arts, Culture and Museum Service for major capital studies and developments linked to the City Deal e.g. the capital development of a regional museum at Ebrington incorporating the maritime and other collections and a regional art museum in addition to the current infrastructure.	GROWTH PLAN A.3.7, A.3.8 ECONOMIC TOURISM: PE1.1, 1.2	DCSDC & CO-DELIVERY GROUP	Arts, Culture and Heritage sector Council Tourism & Economic Development, TNI, TI, DDC, SIB, Sector wide regional support organisations	MAJOR CAPITAL FUNDING SECURED THROUGH CITY DEAL (TBC) YEARS 1-5

¹¹ Others identified since included Pilots Row Centre which houses Eden Place Arts Centre plus others noted in the Urban Villages Programme notably the New Gate Arts and Cultural Centre which has not identified any capital build requirements

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
5E	In collaboration with local community heritage groups, regularly use a range of venues like the Alley Theatre as a location for exhibitions from the Strabane Museum collection and link within existing Arts, Museum and Culture Services, Programmes and budgets. Seek additional external budgets for more specialised activities and events.	GROWTH PLAN A.3.5, A.3.6, A.3.13 ECONOMIC OBJ: 1,2,3 TOURISM: PE2.2, PE4.8	CO-DELIVERY GROUP	Alley Theatre, Strabane Local groups Museum & heritage groups in Strabane area	WITHIN EXISTING BUDGETS YEARS 1-5
5F	Invest in the development of Ebrington Square as a home for arts and culture linked with the Walled City area to ensure they both achieve their full potential as cultural and historic quarters.	GROWTH PLAN A.3.13 ECONOMIC OBJ: 1-7 TOURISM: PE 1.3, 2.1, 2.2, 2.3	DCSDC	SIB Arts & Culture Sector Co-delivery Group	£11M + YEARS 1-5
5G	Work in partnership with Council's capital development units and other units with capital build projects to ensure Arts & Culture and access are considered at the design and programme planning stages. Promote greater recognition through training and support of the specific role that community centres can play as community arts and culture hubs ¹² in urban and rural areas, acting as a network to deliver accessible arts, culture and heritage outreach activity and hosting community-led arts and cultural activity in areas of low engagement. Work with LGPs to source additional capital and equipment external resources for small scale fit-outs and capital improvements using A&C funds as leverage and building on the existing leveraged funds already available in the area for this purpose. (Capital amounts depend on needs identified).	GROWTH PLAN RD C.2.2 ECONOMIC OBJ: 1-7	DCSDC UNITS DCSDC CAPITAL DEVELOPMENT UNIT LGPs	DAERA, DfC, DCSDC Rural Development, Local community groups, Community Centres, ACNI, Urban Villages	£20K PA CAPITAL PLUS EXTERNAL RESOURCE YEARS 2-5
5H	Animate village, town and city centres and provide opportunities for artists through identifying the locations of bandstands and canopied spaces throughout the District and make it possible for musicians and other artists to perform there and use them as regular informal performance zones with a view to increasing access for those living in rural and urban communities; ensure artists know about them; ensure such spaces are given consideration in future public realm schemes at design stage.	GROWTH PLAN RD, S A.2.1 ECONOMIC OBJ: 2 TOURISM: PE4.1, 4.2, 4.5, 2.1, 2.2, 5.1, VS1.1B	DCSDC Regeneration ARTS & CULTURE	DCSDC Tourism & Economic Dev, Community Development Services LGPs & Rural Dev TNI, TI, Town Centre teams, HLF, Heritage Officer	PART OF EXISTING PUBLIC REALM SCHEMES
5I	Establish a separate accessibility funding stream so that the cost of making events and activities accessible through, for example, sign language interpreters and transport are supported in addition to other funding. Seek additional fund from PHA.	GROWTH PLAN AIIG A.3.11 ECONOMIC OBJ:1,2,6	PHA ACNI	Venues Arts, Culture & Heritage Sector	£30K PA YEARS 2-5

“Visitors are looking for authentic experiences that will help them connect emotionally and memorably with cultures and destinations”

Public consultation respondent, July 2017

¹² Community hubs are defined by the Department of Agriculture, Environment and Rural Affairs' Rural Basic Services Scheme as “inclusive, accessible, shared services in locations where there is currently a lack of existing or outreach services... innovative ways of delivering multiple services in rural areas”.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
5J	Work with Economic Development and Tourism to develop job opportunities in identified growth areas within arts and culture.	GROWTH PLAN AIIG A.2.1, A.2.11 ECONOMIC OBJ: 1-7 TOURISM: VS1.1	DCSDC BUSINESS DEV WITH CO-DELIVERY GROUP	Arts & Culture Sector DCSDC Economic Development & Tourism and Heritage Officer	YEARS 1-5
5K	Increase the availability of traditional building skills to the heritage sector by developing a bursary programme. Link bursary holders to heritage regeneration capital projects where possible. Seek additional external resource.	GROWTH PLAN A.1.5, A.1.6 ECONOMIC OBJ: 1-7 TOURISM: VS1.1	DCSDC REGENERATION UNIT WITH CO-DELIVERY GROUP	Arts & Culture Sector DCSDC Economic Development & Tourism and Heritage Officer INI, TNI, TI, DFC, SIB, UU, NWRC	£20K PA EXTERNAL RESOURCE YEARS 3-5
5L	Conduct an audit of cultural practitioners in the North West in Year 1 including numbers employed, standards of living and working patterns on both sides of the border and, based on the results, set and monitor targets for job growth. Articulate the impact of Brexit on the working lives of artists and organisations in this border area, represent their needs and formulate a joint sector wide response. Input to DCSDC work on the impact of Brexit and advocate accordingly nationally and within the European Union. Seek external resource.	GROWTH PLAN S A.2.4, A.2.10, A.2.11 ECONOMIC OBJ: 1	DCSDC WITH CO-DELIVERY GROUP AND NWRDG & DDC	Arts & Culture Sector DCC DCSDC Economic Development & Tourism and Heritage Departments	£30K EXTERNAL RESOURCE YEAR 1 -3
5M	Stage an event to demonstrate the opportunities of STEAM for arts and culture organisations through local and national case studies. Create STEAM champions to raise awareness across the sector of the practical ways arts and culture organisations can use their creative expertise to promote STEAM-based approaches to learning. Seek external resource.	GROWTH PLAN AIIG A.1.4, A.1.8, A.1.13 ECONOMIC OBJ:1,2,3	CO-DELIVERY GROUP	Arts & Culture Sector STEAM stakeholders across the City and District including education	£5K PLUS EXTERNAL RESOURCE YEAR 1
5N	Develop a programme in creative spaces to bring together arts and culture organisations, STEAM employers, schools and social enterprises to develop creative technical solutions to tackle social issues and in doing so enable the young people participating to develop hard skills. Seek external resource.	GROWTH PLAN AIIG A.1.4, A.1.6, A.1.8, A.1.13 ECONOMIC OBJ: 1,2,3 TOURISM 4.10	CO-DELIVERY GROUP	Arts & Culture Sector Nerve Centre INI, COC, DCSDC Tourism and Economy Departments	£20K PA PLUS EXTERNAL RESOURCE YEARS 2-5

“Local crafts, music and art to be enjoyed by all”

Public consultation respondent, August 2017

“What makes me happy is seeing our children with good jobs and able to stay in the place where they grew up”

Public consultation respondent, August 2017

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
50	Support the extension of local STEAM initiatives across the City and District to enable Derry City and Strabane District to become the first STEAM City with endorsement by DCSDC. Seek external resource.	GROWTH PLAN AIIG A.1.4, A.1.6, A.1.8, A.1.13 ECONOMIC OBJ: 1,2,3	CO-DELIVERY GROUP	Arts & Culture Sector Nerve Centre INI, COC, DCSDC econ & tourism	£20K PA PLUS EXTERNAL RESOURCE YEARS 2-5
5P	Increase the employment outcomes of creative skills courses by developing new modules that will develop personal resilience and entrepreneurial drive. Ensure creativity and innovation are part of wider business development programmes. Seek External resource.	GROWTH PLAN AIIG A.1.6, A.2.9 ECONOMIC OBJ: 1-7	CO-DELIVERY GROUP	Arts and Culture Sector EA, Schools, INI, COC, Council econ and tourism dev	£10K PLUS EXTERNAL RESOURCE YEAR 3
5Q	Help arts and culture organisations to widen and deepen engagement by young people in their development programmes through the co-design, packaging and innovative promotion of creative skills development programmes with and for young people. Set up and resource a sub-group of the proposed Youth Council to increase information about and widen engagement in arts and culture by children and young people and ensure it has representation on the co-delivery group. Seek external resource if required.	GROWTH PLAN AIIG A 3.2; A 3.11; C.3.4; C3.6 ECONOMIC OBJ 1, 2, 4,7	CO-DELIVERY GROUP	Youth Council, EAYS, Arts and Culture Sector EA, Schools, UU, NWRC, ESDP Group, STEAM stakeholders	EXTERNAL RESOURCE IF REQUIRED YEAR 2- 5



Strabane-Lifford Culture Night 2017

Aim 6: Demonstrate and communicate the difference made by arts and culture.

We believe passionately in our ability to help create a thriving, prosperous and even more creative City and District but we need to prove that we deliver.

Objective 6A: To align policies.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
6A	Endorse the Arts and Culture strategy by supporting the co-delivery process through the establishment and support of a ACH Co-Delivery Group linked to local Growth Plan Delivery Partnerships. Seek additional resource for Year 1.	GROWTH PLAN A.3.2, C.2.9 ECONOMIC OBJ: 1, 6	CO-DELIVERY GROUP GPDP	All Stakeholders	INTERNAL FROM YR 2 £10K YR 1 YEARS 1-5
6B	Constantly monitor any changes or relevant opportunities arising from the Council's Funding and Investment policy, the Community Plan, the Local Growth Plans, the Local Development Plan, and initiatives within regeneration, village renewal and master plans. Build in flexibility and ensure alignment of the Arts and Culture Strategy with these opportunities and vice versa, adjusting this living strategy where necessary.	GROWTH PLAN A.2.1 ECONOMIC OBJ: 1-7	ARTS & CULTURE LGPS	Local Communities	YEARS 1- 5

Objective 6B: To compile and use evidence to prove the impact of the arts and culture.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
6C	Identify and seek to influence the shape of national and regional practice and policy that impedes development of the cultural sector in the North West and hinders cross border engagement.	ISGP - ALL ECONOMIC - ALL TOURISM - ALL	CO-DELIVERY GROUP NWRDG	All Stakeholders	YEARS 1-5
6D	Through the co-delivery group's elected members, advocate for the contribution arts and culture can make to achieving the wider goals of the Community Plan's health and wellbeing, social, community and economic pillars and ensure a DCSDC resource is dedicated to creating this wider understanding.	ISGP - ALL ECONOMIC - ALL TOURISM - ALL	DCSDC COMMUNITY PLANNING CO-DELIVERY GROUP WITH DCSDC LGPS	All Stakeholders	YEARS 1-5
6E	Through the Strategic Infrastructure Group, advocate for a transport infrastructure that ensures easy access to Derry City and Strabane District for domestic and international visitors.	GROWTH PLAN B.2.1, B.2.2, B.2.3, B.2.4, B.2.5 ECONOMIC OBJ: 1, 7 TOURISM: VS5.1, 5.2, 5.3, 5.5, 5.6	STRATEGIC INFRASTRUCTURE GROUP CO-DELIVERY GROUP	DCSDC Community Planning DFI, Elected Members	- YEARS 1-5

Objective 6C: To measure what matters.

	ACTION	INTEGRATION	OWNER	STAKEHOLDERS	£ / TIME
6F	Integrate the monitoring and evaluation of this Arts and Culture Strategy with the Inclusive Strategic Growth Plan and the tourism strategies of Derry City and Strabane District Council, Tourism NI and Tourism Ireland as appropriate.	GROWTH PLAN AIIG, GR, RD, S A.3.1 ECONOMIC OBJ: 1,2 TOURISM - ALL	DCSDC COMMUNITY PLANNING ARTS & CULTRE	All participants & Stakeholders	£5K INTERNAL YEARS 1-5
6G	Research and agree a social, economic and cultural impact assessment model for the arts and culture sector and this strategy in line with the Inclusive Strategic Growth Plan and in partnership with other outcome partners. Set indicators, outcomes and baselines and build local capacity to use them.	GROWTH PLAN AIIG, GR, RD, S TOURISM - ALL & DM1.6	DCSDC COMMUNITY PLANNING ARTS & CULTURE	All participants & Stakeholders	YEAR 1
6H	Establish a budget to collate data to inform the impact assessment of this strategy.	GROWTH PLAN AIIG, GR, RD, S A.3.10 ECONOMIC OBJ: 1, 2	STRATEGIC INFRASTRUCTURE GROUP CO-DELIVERY GROUP	All participants & Stakeholders	£30K P.A. INTERNAL RESOURCE YEARS 2-5
6I	Establish an economic impact assessment model for larger festivals and events, resulting in templates and resources to be shared across the sector and providing evidence to support future investment and a framework for possible outsourcing.	GROWTH PLAN AIIG, GR, RD, S A.3.10 ECONOMIC OBJ: 1, 2	DCSDC WITH CO-DELIVERY GROUP	All participants & Stakeholders	£0K P.A. INTERNAL RESOURCE YEARS 2-5

8. | What will success look like?

Arts, culture and heritage are crucial to the positive regeneration and future prosperity of Derry City and Strabane District. Each element of the arts, heritage and cultural sector contributes to the bigger picture and to the attitudes of residents and visitors, bringing a greater sense of ambition and hope to Derry City and Strabane District and maximising the creative and innovative aspirations of local people.

One of the key messages from the consultation process was the need to measure this impact. We understand the value of demonstrating how it contributes to a range of outcomes critical to the regeneration of the city and district and the prosperity of its people.

We want to develop a five year research and evaluation model that can help us to demonstrate the economic, social and cultural impact of this strategy. We would implement it through a partnership between Derry City and Strabane District Council and the arts and culture sector with specialised support where required. It will review existing cultural impact assessment tools, choose the most appropriate and add any additional unique elements that will help us tell our story. It will also draw on best practice and benchmarking data from outside the UK to help us demonstrate impact in an international context.

How will we measure success?

We will need to invest in collecting data across the City and District in order to create robust baselines from which to measure our success and do so in a coordinated manner with our Community Planning partners.



Children learning music at Acadamh Ceoil Chaoimhín Uí Dhochartaigh (Music Academy).
Image: Lorcan Doherty

Performance measures for each of our aims

Our performance measures are outlined below. It is imperative that data is gathered in order to measure performance.

Aim 1: Engage citizens and grow audiences

General monitoring: Demographic/S75 profile; Spatial analysis of where projects occur; Number of projects/performances/audiences and Funding secured/spent

How much did we do?

of projects/initiatives delivered with the aim of increasing participation by underrepresented groups

£ secured for arts and culture audience development strategy

£ secured to promote the role of the built environment

of museums taking part in 'free entrance' scheme

number of workplaces/settings participating in 'artist in residence' scheme

How well did we do it?

% of planned projects/initiatives carried out as scheduled and/or within budget

% satisfaction with projects/delivered offered (accessibility, choice & quality)

organisations engaged in arts and culture audience development strategy

% of built environment fund spent on budget # of 'free entrants' to museums on a Sunday

% of workplaces/settings participating in 'artist in residence' scheme who indicated that they believed the scheme was easy to integrate

8. | What will success look like?

Is anyone better off?

of under-represented groups attending 'mainstream' events

of participants attending events, performances or activities who state it improves their wellbeing

of A&C organisations with better data on audiences

of applicant community groups availing of secured funding for built environment

of 'free entrants' who believe that they learnt something new on their trip/trip was worthwhile

of audience who believed that 'artist in residence' scheme improved their mood



Aim 2: Deliver quality programme, product and practice.

General monitoring: Number of meetings & partnerships engaged in; Funding secured/spent; Visitor numbers and tourism revenue.

How much did we do?

of co-delivery meetings & other cross sectoral planning & programming meetings delivered / partnerships developed that promote a joined-up approach to arts and culture

Heritage Framework developed

of international designations secured linked to ACH

of national and international ACH festivals, events and conferences hosted

of performance improvement courses delivered

£ spent on new works & # new works supported

How well did we do it?

satisfaction with co-delivery process

of heritage sector bodies cooperatively engaged in development of the new Heritage Framework

of ACH organisations directly engaged in initiatives linked to these international designations & % satisfaction with this

% of visitors reporting satisfaction with cultural activities on offer

% of those engaged in performance improvement courses who believed these were well advertised, value for money and relevant

% of those benefiting from support for new works who believed the programme was easy to access

8. | What will success look like?

Is anyone better off?

of joined up projects developed

% of ACH organisations engaged who believe that programming has improved

& % of heritage sector bodies who believe the heritage of Derry City and Strabane district is recognised for its economic, social and environmental contribution, will be better understood by communities, and is protected and supported because of the new framework

& % of visitors to heritage sites who believe they have a greater sense of belonging to the area because of their visit

& % of ACH organisations directly engaged in initiatives linked to these international designations who believed these were beneficial to them

% of visitors surveyed reporting the area as culturally vibrant and their visit enhanced by cultural activity

& % participating in courses who indicated that it has improved their skills and performance

& % of those engaged in development of new works who believe it has increased their profile and helped develop their practice

Aim 3: Make our marketing and communications, more integrated, ambitious and effective.

General monitoring: Funding secured / spent.

How much did we do?

£ secured to develop a new brand and marketing strategy for ACH

£ on on-going marketing

of partners engaged in the new brand development & marketing strategy

£ spent on new aligned /shared ticketing /CRM system

of organisations engaged in new aligned /shared ticketing/CRM system

£ spend on new web presence

£ spend on online directory

marketing training courses delivered

How well did we do it?

% increase in marketing budget for ACH (taking the 2013 and 2018 figures as baselines)

% satisfaction in CRM system

Rating of website satisfaction & hits

of ACH organisations included in online directory

engaged in marketing courses

% of planned projects/initiatives carried out as scheduled and/or within budget

% satisfaction with projects delivered /offered

8. | What will success look like?

Is anyone better off?

& % of organisations with better data and a greater awareness of their audience and citizens' needs

% increase in audience numbers as a result of new systems

& % of residents with a greater awareness of ACH activities in the City and District (Citizens survey) & # & % satisfied with new systems

& % of those trained in marketing with a greater awareness of how to promote their venues or initiatives more effectively



Aim 4: Invest in the potential of our creative citizens and sector.

General monitoring: New A&C Investment secured; Geographical spread of existing grants across the LGP areas.

How much did we do?

partnerships/ initiatives developed and £ secured

regional support organisations hot desking in the area

£ invested in a sector-based capacity building resource fund

Investment strategy for ACH developed in partnership with Finance Department of Council

£ secured for shared artists spaces and equipment

Revised grant criteria developed for cultural venues

of vacant spaces towns or villages animated /reimagined through ACH activities/ initiatives.

How well did we do it?

% of planned partnership projects/initiatives carried out within budget

% satisfaction with partnership projects/ delivered offered

% of regional support organisations satisfied with the hot desking opportunities locally

engaged in and % Satisfaction among participants with the sector-based capacity building resource fund support offered

of new investment initiatives developed for ACH projects & £ in new investment secured for AC&H activities and projects

availing of & % satisfaction with shared artists spaces and equipment investment

% of groups, artists and musicians with access to more affordable rehearsal, performance and exhibition spaces within local venues

of ACH initiatives used to animate towns/ villages

8. | What will success look like?

Is anyone better off?

of A&C FTE jobs created through these projects & % of participants reporting skills enhancement

& % of local ACH sector organisations who are satisfied with the number of regional support organisations hot desking in the area and the support offered by them

& % of venues/ organisations who have implemented positive change as a result of capacity building programme & reduced their dependence on public funding

& % of ACH organisations / artists able to operate more effectively and economically in the City and District due to new investment / amended grant criteria

& % of sampled residents who feel a greater sense of belonging since the vacant space in their village or town has been brought into use / reimagined through an ACH initiative

Aim 5: Strengthen the cultural infrastructure and grow employment opportunities General monitoring.

General monitoring: Spatial analysis of how and where revenue funding for venues and festivals is spent; Spatial analysis of how and where capital investment fund is spent and Spatial analysis of how and where rural venue enhancement fund and accessibility fund is spent.

How much did we do?

£ revenue funding invested in cultural organisations by co-delivery partners to strengthen the ACH ecosystem

Establishment of step up festivals programme and # of “step up” festivals supported

£ capital monies secured and invested in ACH projects & # & location of council area capital projects with an ACH component

of capital projects to undergo arts and culture and access proofing at design stage

£ spent on improving access and inclusion (signage, transport etc.)

of initiatives delivered in support of job creation in the ACH/ creative industry / STEAM sectors

How well did we do it?

% of revenue funding to cultural organisations spent on budget

% satisfaction with revenue funding to cultural organisations & of “step up” festivals funding programmes

of council area new capital projects with an ACH component

& % of rural and other venues enhanced for arts and culture activities

& % of venues / initiatives supported to enhance access and inclusion across DCSD

engaged in initiatives in support of job creation in the ACH/ creative industry / STEAM sectors

8. | What will success look like?

Is anyone better off?

& % of applicant cultural organisations projects availing of revenue funding to strengthen the ACH ecosystem & # moving to three-year funding regime

% of applicant cultural organisations projects indicating greater stability for planning their activities

& % of applicant cultural organisations projects indicating that support offered assisted them in achieving their cultural ambitions for the city and district

& % of "step up" festivals who reported now being able to engage in larger council events.
% of festival participants who feel a greater sense of belonging to and pride in the area due to festival activity

& % of rural residents who report improved opportunities for engaging in arts and culture activities (Citizen survey)

% of the DCSD population who have access to an ACH facility/space within a 10-mile radius

% of organisations demonstrating an increase in engagement from pan disability community

of jobs created & % increase in the number of those employed in the ACH sector
% of learners reporting the value of creativity & innovation modules within courses to their career choices

Aim 6: Demonstrate and communicate the difference made by arts and culture.

How much did we do?

of members of the Co-delivery group & their attendance at meetings

of members on the Heritage sub group & their attendance at meetings

Cultural impact assessment model agreed and implemented for this strategy and for festivals in particular

£ invested in ACH in the City and District from elsewhere

Production of an Arts and Culture Impact report

How well did we do it?

of co-delivery partners delivering on actions

% satisfaction among co-delivery group members of the co-delivery process

% satisfaction among Heritage sub group members of collective meetings on heritage

of community/ cultural collaborations/ partnerships developed

% increase in £ on arts and culture in Derry City and Strabane District from all sources

Is anyone better off?

& % of co-delivery group members reporting that their contribution is resulting in the delivery of an ambitious strategy for the City and District

& % of local partners reporting the added value of collaborative working with council and other partners across the City and District

9. | Delivering the Strategy

We worked together to create this strategy and we will work together to deliver it. We will involve representatives from our audiences and participants, the voluntary, community and private sectors, the arts and culture sector, other relevant statutory bodies, agencies and support organisations from across the North West co-ordinated by Derry City and Strabane District Council in partnership with Donegal County Council. This will ensure every aspect of the strategy continues to be practical and achievable and meets local needs.

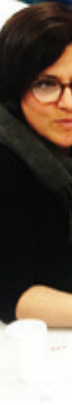
First steps

1. We will recruit a broad-based of members for a co-delivery network/ forum from audiences; communities; Derry City and Strabane District Council elected members and staff; and the arts and culture sector and reflecting Section 75 groups clustered around the six aims of this strategy:
 - Engaging citizens and growing audiences.
 - Delivering quality programme, product and practice.
 - Making our marketing and communications integrated, effective and ambitious.
 - Investment in the potential of our creative citizens and sector.
 - Strengthening the cultural infrastructure and grow employment opportunities.
 - Demonstrating and communicating the difference that our community makes.
2. We will address skills gaps in the co-delivery group and ensure that all fully embrace their responsibility as representatives of citizens and the sector in a partnership of equals

3. Council will co-ordinate an initial meeting to elect representatives to the co-delivery group ensuring that all arts and culture sub-sectors; audiences, communities and participants and council elected members and staff are represented.
4. We will develop a cross border memorandum.
5. We will set up regular meetings of the co-delivery group.
6. We will ensure formal and informal links with other delivery groups working to achieve similar goals such as the Delivery Partnerships for Tourism and the Growth Plan and the new Heritage Delivery Partnership, STEAM Action Group and Western Area Outcome Group and the Local Growth Partnerships
7. We will hold an annual meeting of the entire co-delivery network/ forum members to review the strategy, discuss progress and re-elect representatives to the co-delivery group every two years.

Roles

- **Co-delivery network/Forum:** information sharing, networking from which the co-delivery group will be elected
- **Co-delivery group:** oversight, strategy, evidence and evaluation, collaboration, investment
- **Co-delivery clusters:** implementing and monitoring the actions within each aim
- **Derry City & Strabane District Council:** organising the co-delivery panel and annual general meeting, aligning internal policy and practice to help deliver the strategy, co-ordinating leverage of additional investment.





Building partnerships

We will build partnerships with other stakeholders. These are the individuals, groups, organisations and statutory bodies who have a key stake in the arts and culture sector in Derry City and Strabane District. We need them to help fine-tune our strategy and put it into practice. How we engage with them depends on how much they can influence the delivery of the arts and culture strategy and what impact it will have on the achievement of their own goals.

The co-delivery group will develop engagement, communication and audience development plans appropriate to each stakeholder group.

The co-delivery group will work closely with groups and individuals who have **high influence** and for whom the strategy will have a **high impact**, to ensure the strategy meets their needs and achieves agreed outcomes.

It will collaborate with and influence those with **high influence** but for whom the strategy will have a **low impact**, to ensure their influence is harnessed appropriately to build a strong and sustainable sector. In particular, there are opportunities to engage with stakeholders to ensure their future strategies are aligned with our strategy.

The group needs to improve the way they communicate with individuals and groups with low influence but for whom the strategy will have a high impact to ensure that their voices are heard, that they become more engaged and that their needs are understood and addressed.

They need to maintain communication with those with **low influence** and for whom the strategy will have a **low impact**, and ensure we monitor new opportunities that emerge from these stakeholders which could help deliver our strategy.

The approach of involving people and working with the community and voluntary sector is central to tackling poverty, disadvantage and inequality, linking local people to jobs, engaging in creative and artistic practice or assisting them to move closer to the labour market ”

Derry City & Strabane District's Inclusive Strategic Growth Plan 2017-2032

The wellbeing of people and communities depends on our ability to be involved in the things that matter to us. If we feel we have some influence over those things, some control over our own destiny, then we feel better about our lives and our communities are strengthened as a result of our voices being heard ”

Derry City & Strabane District's Inclusive Strategic Growth Plan 2017-2032

10. | Funding and Investment

First steps

The arts and culture sector along with creativity and innovation are engines for economic growth as well as being crucial to the health, well-being and quality of life of local communities. They help to strengthen skills and employability, capitalising on the opportunities from rapid advances in technology, and are fundamental to the creation of cohesive communities with a strong sense of belonging to their place. Arts and culture are embedded within the Inclusive Strategic Growth Plan in terms of their contribution both to “a cultural destination of choice” and to “a strong, sustainable and competitive economy”. They are central to Derry City and Strabane District Council’s tourism and economic strategies.



A fairer share for Derry City and Strabane District

Investment in arts and culture per capita by Derry City and Strabane District Council in 2016/17 was £36. This is similar to Donegal County Council’s per capita investment in 2016 of €37.¹³

In 2015/16, the arts and heritage sector in Derry City and Strabane District received an investment of £16.49 per head of population from the Arts Council of Northern Ireland. On average, Local Government Districts received £9.03 per head, with Belfast City receiving £35.75. The huge difference is because far more annually funded organisations are based in Belfast with investment per head from the annual funding programme three times that in Derry City and Strabane District.

Some of the investment in Belfast-based organisations does benefit Derry City and Strabane District residents. 10% of activity in the City and District in 2016/17 funded by ACNI through its annual funding programme was delivered by organisations based elsewhere, mostly in Belfast.¹⁴

	HOME GROWN ACTIVITY IN DCSD BY DCSD-BASED ORGANISATIONS	INCOMING ACTIVITY IN DCSD BY ORGANISATIONS BASED ELSEWHERE	ACTIVITY ELSEWHERE BY DCSD-BASED ORGANISATIONS
NUMBER OF ACTIVITIES	9,124	976	595
% OF ALL ACNI FUNDED ACTIVITIES IN DCSD	90%	10%	
% OF ALL ACNI FUNDED ACTIVITIES IN DCSD-BASED ORGANISATIONS	94%		6%

¹³ Cultúr: A Strategic Vision for Cultural Services 2016-2020, Donegal County Council

¹⁴ Data supplied by Arts Council of Northern Ireland in 2018

In 2016/17, there were 50,504 arts activities undertaken by ACNI annually funded organisations across NI, of which 10,100 (19.99%) were undertaken in Derry City and Strabane District (41.8% In Belfast).

Since 2000, the Arts Council of Northern Ireland has invested £12.9m in capital projects in Derry City and Strabane District, £7.1m of this in the past ten years. It invested an additional £4.7m in Derry's programme as UK City of Culture 2013. From 1995- 2010, capital investment by Arts Council of Northern Ireland in Derry City and Strabane District for completed projects¹⁵ has been £15,926,266¹⁶ in comparison to a total capital investment in NI of £70,278,000¹⁷. This represents 22.7% of total capital investment for that period.

Derry City and Strabane District Council will also need to **advocate for a greater share of the Northern Ireland arts budget.**

Between 2012/13 and 2016/17, the film, television and video sector in Derry City and Strabane District received £2.29 in funding per head of population from Northern Ireland Screen compared to £5.69 for the sector in Belfast City. 53% of awards were made to organisations and individuals in Belfast City compared to 7% in Derry City and Strabane District and 7% to Ards and North Down.

In the 2016/17 financial year, Derry City and Strabane District Council after end of year adjustments for support charges, depreciation and earned income invested **£5,064,154** in arts and culture including civic events. This is a 15% increase on its investment of **£4,399,518** in 2015/16 but a reduction of 15% on 2014/15's **£5,969,161**. However, further investment in the sector is critical to maximise the potential of the sector's contribution to these multiple outcomes and to address the risks posed by Brexit.

Accessing new funding and investment opportunities is challenging in a time of austerity. It is recommended that with some external expertise Derry City and Strabane

District Council and the co-delivery group together examine new funding and investment opportunities to supplement the existing arts, culture and heritage budgets already in place. This includes maximising opportunities for communities to develop their own substantial infrastructure linked to the development of new builds through council's capital development strategy assisted by other strategic funders. The Council has an important role in developing networking and collaboration to join up strategic and project funders to align common goals and achieve outcomes.

The Inclusive Strategic Growth Plan embodies the concept of collaborative gain through the pooling of different agencies' resources in joint funding agreements. This should be encouraged for arts, heritage and culture projects. The Council should support the **Co-delivery Group for Arts, Heritage and Culture** to work alongside the Council's arts and culture, tourism and business support functions and other key funders such as the Arts Council of Northern Ireland, the DfC's Historic Environment Division, Department of Health, Department of Education, Northern Ireland Environment Agency, Department for Communities, Public Health Agency, Education Authority, Tourism NI, Heritage Lottery Fund, Western Health and Social Care Trust, Foras na Gaeilge and Ulster Scots Agency as well as interested trusts and foundations. The Chambers of Commerce should also be encouraged to engage as private investment is also crucial to a coherent way forward.

¹⁵ Projects only included where capital costs exceed £300,000 and Budget exclude Stage 1 (Feasibility) and Stage 2 (Business Case) costs

¹⁶ Alley Theatre, 2007, £750,000; An Gaelaras, 2009, £1,714,462; Cultúrlann Uí Chanáin, 2009, £934,590; Hands That Talk, £1,442,280; Inner City Trust Ltd / Nerve Centre, 2006, £2,325,714; Millennium Forum (Derry Theatre Trust), 2002, £2,574,244; Playhouse, 2009, £1,661,791; The Nerve Centre, 2007, £1,955,440; U3A Foyle, 2009, £181,435; Verbal Arts Centre, 2000, £1,196,310; Waterside Theatre (Maydown Youth Training Project), 2009, £1,190,000

¹⁷ Data supplied by Arts Council of Northern Ireland in 2018

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

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

Another concept that could be further explored by Council is **outcome-based commissioning**.

Shared Services can potentially reduce costs, build new audiences and ensure more resources are expended on direct delivery projects. Already moves are afoot by a number of local organisations to examine the concept of a **shared box office system**. Other opportunities for shared services should be examined across the sector from ICT support services through to Human Resources, museum archiving services and technical support for theatre productions – some of which could incorporate apprenticeships etc.

Prudential Borrowing: a local authority may borrow for any purpose relevant to its functions. The period of funding is flexible. In Northern Ireland, the Department of Finance coordinates

lending with the UK Debt Management Office on the same lend-on rates as the Public Works Loan Board (PWLB). The Loan may be between one and 50 years and at a fixed or variable rate. The economic strategy has identified a number of **loan options** (e.g. bank debt, institutional finance, private equity, commercialisation of assets and services, European Investment Bank lending) which could be explored in relation to investment in appropriate arts, culture and heritage infrastructure projects.

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

A **Business Improvement District (BID)** is a defined area within which businesses pay an additional tax (or levy) in order to fund projects within the district's boundaries. The BID is often funded primarily through the levy but can also draw on other public and private funding streams. BIDs are a devolved matter in Northern Ireland and there are seven pilot areas, one of which is Strabane. The possibility of using this model in other parts of the City and District should be explored further, seeing how it can be used to promote investment in arts, culture and heritage projects.

Central Government growth and stimulus funding will also be a potential key component of the successful delivery of this plan. Derry City and Strabane District Council is leading discussions with Central Government on a potential City Deal for the Derry-Londonderry City Region to create jobs; increase productivity and GVA; and grow the population. This innovation led programme is seeking to secure significant investment to scale up a number of our key economic research and innovation assets in partnership with the University of Ulster, strengthen critical economic-enabling infrastructure that will unlock strategic sites as well as sparking major urban regeneration in



in the City Centre, including a major tourism project, and Strabane Town Canal Basin. The regeneration will see a revitalisation and in

the City Centre, including a major tourism project, and Strabane Town Canal Basin. The regeneration will see a revitalisation and renaissance of our City and Town centres increasing the demand for our existing arts and cultural venues and creating new opportunities within the sector.

The **Percent for Art Scheme**¹⁹ can play a vital and inspirational role in transforming spaces. Through multidisciplinary and collaborative practice, artists can help departments, architects and designers create imaginative environments that reflect and enhance local identity. The Department for Communities' policy on Architecture and the Built Environment includes five key objectives, one of which relates to the integration of art. The objective promotes collaboration between practising artists, design professionals and Government Clients thereby encouraging the integration of art in the design of public buildings and public spaces.

The policy encourages the adoption of 'Percent for Art' in all public-sector capital construction projects. The A5 upgrade is a local example of this concept at work. Percent for Art is when a percentage of a capital budget is specifically reserved for art, usually up to 1% of the net construction cost up to a specified ceiling. Given the significant public investment proposed in the Inclusive Integrated Growth Plan, the Council should encourage the greater use of the Scheme, ideally commissioning and working with local artists.

I imagine arts and culture as a huge tent with lots of colours to represent everyone ”

Public consultation respondent, August 2017

¹⁹ <https://www.finance-ni.gov.uk/pgn-0117-art-in-government-construction-projects>

The **Creative Industries Innovation Fund** encourages cultural organisations and universities to work together as part of an £80 million programme designed to address issues within the creative industries. Led by the Arts and Humanities Research Council, the Creative Industries Clusters Programme will support eight research and development partnerships, each led by a university working with a range of creative organisations. The process of setting up the partnerships will take place between September 2017 and July 2018, with the partnerships launched in October 2018.

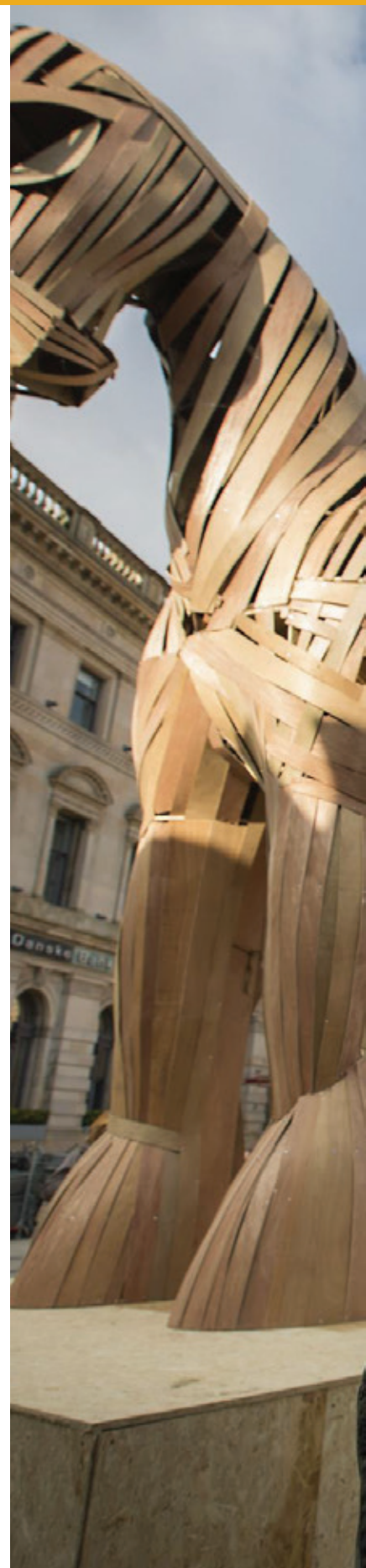
Creative Skillset's **Skills Investment Funds** is co-investing up to £16m to match industry investment, leading to a total of £32m over two years to support training and skills development in film, high-end TV, children's TV, animation, games and visual effects. Activity includes access to subsidised trainees; schemes to support new talent e.g. apprenticeships; subsidised training and bursaries; shadowing and mentoring, short courses to address specific skills shortages.

Although alternative sources of investment will be important, the co-delivery approach, the move away from the cap limiting funding to 5% of turnover and longer-term funding agreements will in themselves offer significant organisational stability to key strategic partners in Derry City and Strabane District. In addition, Derry City and Strabane District should take advantage of the new Arts Council of Northern Ireland Resilience programme.

Derry City and Strabane District Council should consider **outsourcing** some cultural services it currently provides directly where it is appropriate to do so. One area of potential lies with festivals. Strong community sector organisations with a track record in the delivery of strategic events and festivals already exist in the area who could act as delivery partners for such an approach.

The concept of moving Council-run facilities to **Stand-Alone Trusts** and other models such as Community Interest Companies should be explored through the emerging Arts Council of Northern Ireland Resilience Programme. The Millennium Forum has already moved to a Trust status and has been able to free up staff and directors to be entrepreneurial and exploit a range of new income streams. A study into options for the Alley Theatre was underway at the timing of writing. These models only work, however, if there is an appetite for them locally and if they are financially viable.

There are a number of existing **EU funding** programmes which the Council and others can continue to exploit such as Peace IV, INTERREG and Rural Development as a way of realising some of the ambitions of this strategy. **Private sector funding** should also be explored.





Trojan Horse produced by Nerve Visual as part of FrielFest 2017
Image: Brian Morrison Photography

11. | Appendices

A Glossary

Audience refers to anyone who engages with arts, heritage or culture including readers, listeners, visitors, attendees and participants.

A **cultural venue** is any space in which arts, heritage or cultural events or activities take place, whether professional, participatory or community-led.

An **event** is any time-based arts, heritage or cultural activity.

Heritage includes the built and natural heritage alongside stories, traditions and beliefs. Built environment refers to the human-made rather than naturally occurring surroundings in which people live and work.

The **arts and culture sector** consists of organisations, micro-enterprises, groups, networks and individuals creating and/or presenting non-industrial cultural events, activities and products.

The **cultural industries** consist of companies, micro-enterprises and individuals creating cultural products eg the music, publishing and film and television sectors.

The **creative industries** consist of companies, micro-enterprises and individuals using culture or creativity in the production of non-cultural products like architecture and graphic design.

We use the **North West** to include the north west of the island of Ireland including County Donegal. The Derry City and Strabane District Council Integrated Economic Strategy emphasises the benefits of collaboration between Councils but defines the North West loosely as “neighbouring areas, on both sides of the border”.

Place-making is a collaborative process involving communities in creating public spaces that contribute to people’s well being and by focusing on the cultural and social identities that define them, strengthen the relationship between people and place.

Audience development involves encouraging more people and communities to become engaged and more deeply involved in the arts. This includes tackling barriers to engagement in the arts and encouraging the growth and diversification of audiences. It is also known as community engagement or audience engagement.

Co-design tries to involve all stakeholders in the design process to make sure the end result has considered all perspectives, is practical, realistic and meets their needs.

Co-delivery gives all stakeholders the responsibility for putting a plan into practice, although one or more may lead on a particular action.

A **stakeholder** is an individual or an organisation with an interest or concern in something. Collaborative advantage refers to the positive experiences and outputs that come out of collaboration.

Collaborative advantage refers to the positive experiences and outputs that come out of collaboration.

B Co-design Group

ARTS & CULTURE STRATEGY CO-DESIGN GROUP		
NAME	ORGANISATION	FIELD OF EXPERTISE
NOMINATED		
PEARSE MOORE	NERVE CENTRE	ARTS & CULTURAL VENUES (VARIOUS)
FIONA UMETSU	O-BON JAPANESE FESTIVAL GROUP	COMMUNITY FESTIVALS
REBECCA THOMPSON	ENCORE PERFORMING ARTS ACADEMY	DRAMA & PERFORMING ARTS
CARLEEN MELAUGH	AN GAELARAS LTD.	DRAMA & PERFORMING ARTS
GREGORY McCARTNEY	ABRIDGED	INDIVIDUAL ARTISTS & PRACTITIONERS
JAMES KERR	VERBAL ARTS CENTRE	LITERATURE
GARY HEGARTY	DERRY LIVE LIST	MUSIC
OLIVER GREEN	GREATER SHANTALLOW COMMUNITY ARTS	PARTICIPATORY/COMMUNITY ARTS
FIONA McGONAGLE	BLUEBELL ARTS PROJECT	PARTICIPATORY/COMMUNITY ARTS
CATH McBRIDE	IN YOUR SPACE CIRCUS (CARNIVAL OF COLOURS)	TIER 2 FESTIVALS
DECLAN SHEEHAN	N/A	VISUAL ARTS
JANET HOY	CREATIVE VILLAGE ARTS	VISUAL ARTS
CELIA FERGUSON	SION MILLS BUILDINGS PRESERVATION TRUST	HERITAGE & MUSEUMS
INVITED		
NICK LIVINGSTONE	ARTS COUNCIL NI (ACNI)	
JOANNA McCONWAY	DEPARTMENT FOR COMMUNITIES	
CO. KEVIN MURPHY	ARTS NI CONSORTIUM	
MALACHY O'NEILL	ULSTER UNIVERSTY, MAGEE	
MATT JENNINGS	CO-CHAIR COMMUNITY PLANNING, TOURISM, ARTS & CULTURE GROUP	
NIALL McCAUGHAN	CO-CHAIR COMMUNITY PLANNING, TOURISM, ARTS & CULTURE GROUP	
EILEEN BURGESS	DONEGAL COUNTY COUNCIL	
LEO MURPHY	NORTH WEST REGIONAL COLLEGE	
DERRY CITY & STRABANE DISTRICT COUNCIL		
CLLR. JOHN BOYLE	COUNCILLOR	
CLLR. MICHAEL COOPER	COUNCILLOR	
CLLR. DARREN O'REILLY	COUNCILLOR	
ALDERMAN DEREK HUSSEY	COUNCILLOR	
CLLR. DAVID RAMSEY	COUNCILLOR	
AEIDIN McCARTER	HEAD OF CULTURE	
JOHN KERR	ARTS & CULTURE MANAGER	
SHARON MEENAN	ARTS DEVELOPMENT OFFICER	
JEAN SMYTH	ARTS DEVELOPMENT OFFICER	

C Strategic Context

The Local Level: Derry City and Strabane District

The **Derry City and Strabane District’s Inclusive Strategic Growth Plan 2017-2032: Our Community Plan** is the beginning of a significant and ambitious long term, collaborative process aimed at improving the quality of life for all. Community Planning presents the City and District with an exciting opportunity, involves a new partnership between all the tiers of government, the community and voluntary sector and business to improve the wellbeing of all of citizens. It provides a form of strong, integrated, partnership governance that takes

a strategic view and is evidence-based, people-focused and place centred. It helps ensure that by working together and by pooling resources the area can strategically grow and improve social, economic and environmental wellbeing for all.

Following significant consultation and engagement through a co-design process, the Inclusive Strategic Growth Plan 2017-2032 agreed the following framework. (See Figure 3.)

Figure 3: Framework for the development of the Inclusive Strategic Growth Plan



The vision of the plan is **“a thriving, prosperous and sustainable City and District with equality of opportunity for all”**.

Its mission is **“to improve the social, economic and environmental wellbeing of the city and district and to do so in a sustainable and innovative way”**.

It aims to engage its citizens and deliver its services through new ways of working alongside its cross-cutting themes and outcomes outlined in Figure 4.

It identified three pillars to support growth – Economic, Environmental and Social. Tourism, Arts and Culture was identified as one of the three strands of the Economic Pillar under **“We live in the cultural destination of choice”**. Arts and culture also have an important role to play in equality and inclusive growth, good relations, sustainability and rural development. The plans cross cutting themes and contribute significantly to the three pillars of social wellbeing, environmental wellbeing and economic wellbeing in Derry City and Strabane District and their related outcomes. These are outlined in Figure 5.

Figure 4: Summary of the new ambition and approach central to the Inclusive Strategic Growth Plan

NEW WAYS OF WORKING	OUTCOMES
AN INTEGRATED AND INCLUSIVE APPROACH	WE ARE BETTER SKILLED AND EDUCATED
A FOCUS ON CREATING “COLLABORATIVE ADVANTAGE”	WE PROSPER THROUGH A STRONG, COMPETITIVE, ENTREPRENEURIAL AND INNOVATIVE ECONOMY
CO-DESIGN AND CO-PRODUCTION	
PREVENTION	WE LIVE IN THE CULTURAL DESTINATION OF CHOICE
AN ASSETS AND EVIDENCE BASED APPROACH	WE LIVE SUSTAINABLY – PROTECTING THE ENVIRONMENT
PLACE BASED LEADERSHIP	WE CONNECT PEOPLE AND OPPORTUNITIES THROUGH OUR INFRASTRUCTURE
CROSS CUTTING THEMES	WE LIVE LONG, HEALTHY AND FULFILLING LIVES
EQUALITY AND INCLUSIVE GROWTH	WE LIVE IN A SHARED, EQUAL, AND SAFE COMMUNITY
GOOD RELATIONS	OUR CHILDREN AND YOUNG PEOPLE HAVE THE BEST START IN LIFE
SUSTAINABILITY	
RURAL DEVELOPMENT	

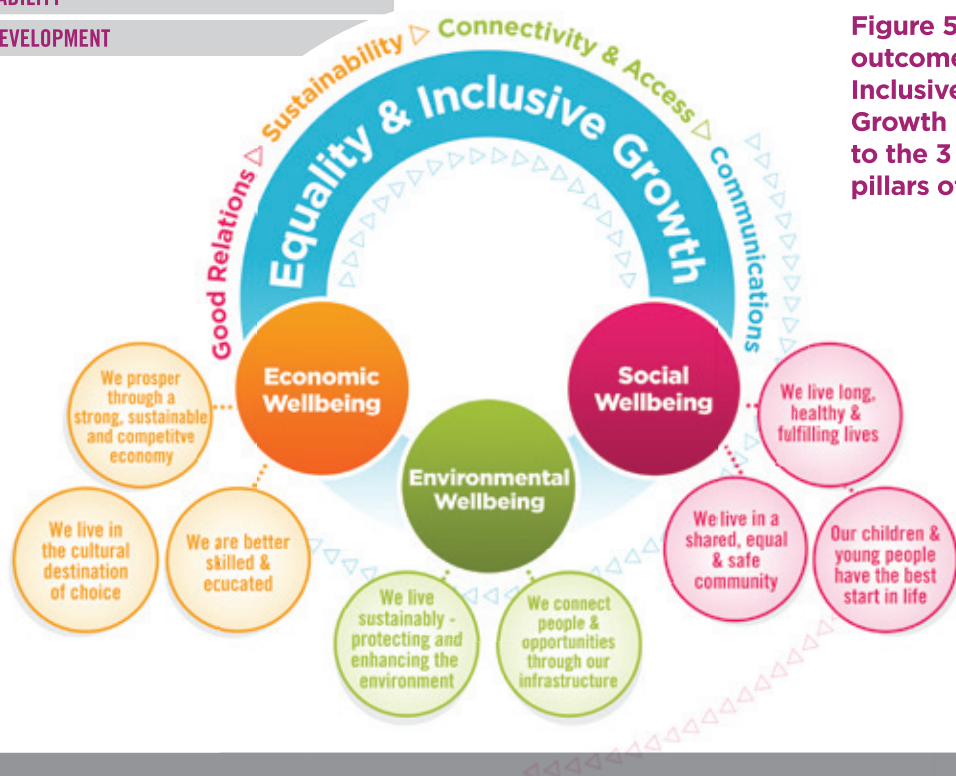


Figure 5: Agreed outcomes of the Inclusive Strategic Growth Plan aligned to the 3 statutory pillars of wellbeing

The **DCSDC Integrated Economic Strategy** has a vision of “a vibrant, entrepreneurial and empowered Derry and Strabane, realising its full economic potential for the benefit of all its communities, households and individuals”. Its objectives point to a future in which Derry and Strabane will have a clear focus on economic growth; align its education and skills interventions with current and future employment opportunities; be recognised as an entrepreneurial and creative hub; have a vibrant national and international trading network; be “business ready” with a compelling investment proposition; be economically connected

regionally, nationally and internationally and; provide an attractive location for individuals and families to live in, work in, and visit. The strategy, as outlined in the Figures 6 & 7 (pg7 of IES), identifies **3 focus areas for economic growth** – one being a **Focus and Step Change Strategy** within which **creative industries, culture and tourism and digital industries** are highlighted as sectors which provide key economic development opportunities for Derry and Strabane. This Arts and Culture Strategy aligns its objectives and actions with these enablers for growth linked to people and skills, place, assets, infrastructure and business development.

Figure 6: DCSDC Integrated Economic Strategy (IES) - Vision, Outcomes, Strategic Objectives, Enablers & Focus Areas

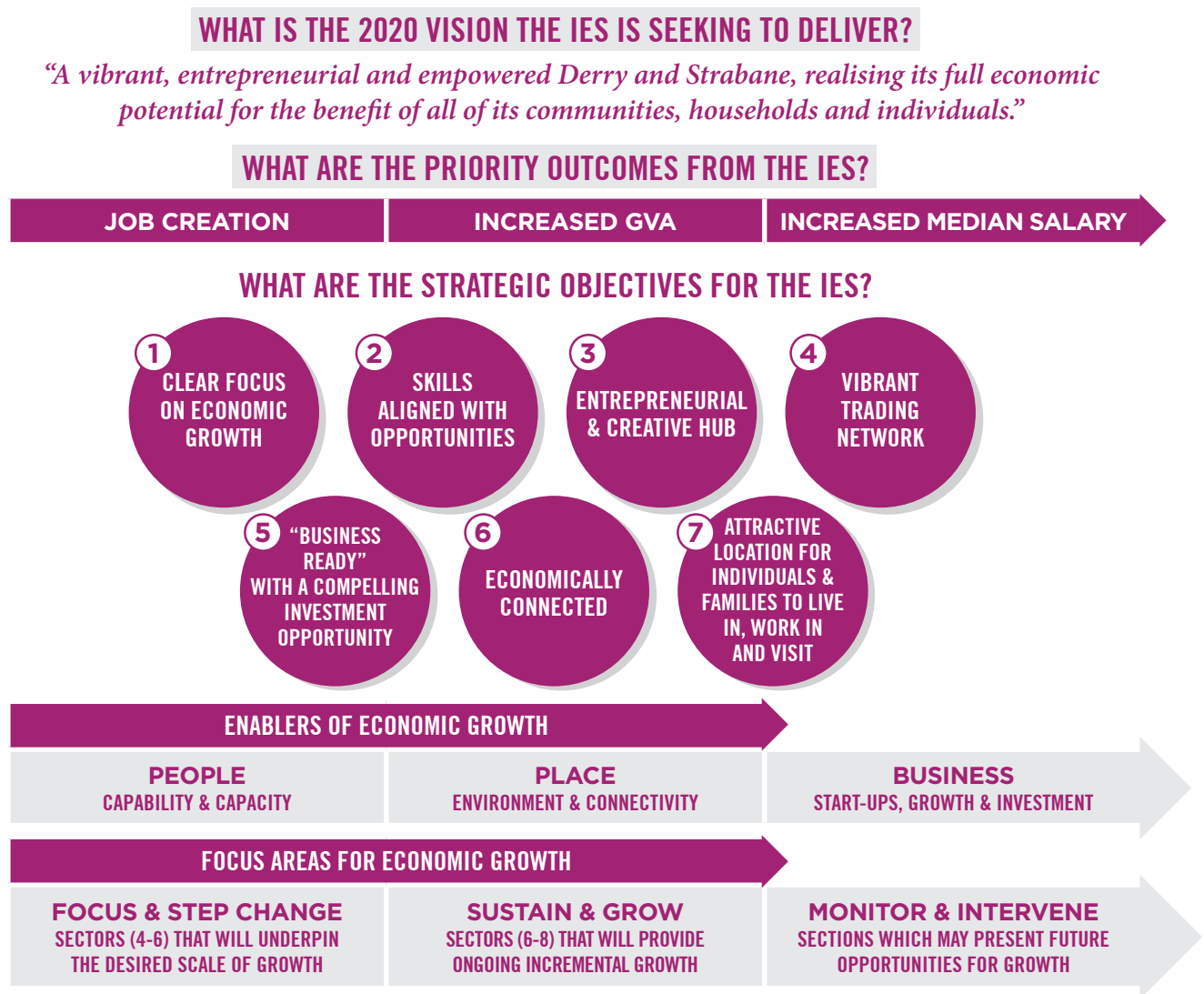


Figure 7: DCSDC Integrated Economic Strategy - Outcomes



Figure 8: Derry and Strabane - Where the Wild Atlantic Way meets the Causeway Coast and Glens



Closely linked to the Inclusive Strategic Growth Plan and aligned to the Tourism Northern Ireland Draft Strategy, the **Derry City and Strabane District Council Tourism Strategy 2017-2025** identifies Derry City and Strabane District as a standout heritage destination and a special location where the Wild Atlantic Way meets the Causeway Coastal route (Figure 8) from DCSDC Tourism Strategy 2017-2025.

Alongside the Walled City proposition, it identifies three supporting propositions as outlined in Figure 9:

- **Creativity and Culture**
- **History and Heritage**
- **Activity and Adventure**

Two of these are directly linked to the arts, culture and heritage sector, demonstrating the important contribution they will make to the tourism and economic vitality of the area in coming years.

The Tourism Strategy has a number of key targets including doubling visitor spend to £100m by 2025; sustaining 4,685 jobs; and creating an additional 1,000 jobs. Opportunities have been identified to get more visitors to stay overnight; work together to improve visitor experience; use technology; invest in marketing; develop the rural offering and turn the location into a strength. This strategy can contribute to realising these opportunities.



'Summer Jamm',
Alley Theatre Courtyard

The Council is developing a **Built Heritage Framework** pulling together actions relating to heritage from other relevant strategies including the Arts and Culture Strategy focused on realising the full economic, social and environmental potential of the area's historic built environment. It aims to promote heritage as a tool to help Derry City and Strabane District stand out as a place of quality heritage and best practice in custodianship and partnership. In common with this strategy, it seeks to encourage community pride in heritage and help unlock its potential to provide a unique backdrop

and source of inspiration for the tourism and arts and culture sectors to be enjoyed by residents and visitors alike.

The Council is currently developing the Derry City and Strabane District **Local Development Plan LDP**. It will inform the general public, statutory authorities, developers and other interested bodies of the policy framework and land use proposals that will implement the strategic objectives of the Regional Development Strategy and guide development decisions within Derry City and Strabane District up to 2030.

Figure 7: DCSDC Tourism Strategy - 2017-2025 Key Propositions



The Regional Level – Northern Ireland

The **Draft Programme for Government (PfG) Framework 2016-2021** is the highest-level strategic document of the Executive – setting out the priorities that it will pursue in the current Assembly mandate, and the most significant actions it will take to address them. It is still in draft format. It sets out indicators which are key to the delivery of DCSDC Arts, Culture and Heritage. The recent PfG step change in policy has refocused service delivery across Northern Ireland, making it dependent on collaborative working between organisations and groups across the public, voluntary, or private sectors. This culture and mindset requires a significant change in approach from that used by previous administrations.

The Programme for Government is an outcome-based plan and as such, those plans sitting under it like the new Arts and Culture Strategy will also be outcomes driven, with a focus on the difference that it makes to people's lives and the places in which they live. Some of the main outcomes against which the plan will deliver include: *“We have a more equal society”*; *“We are an innovative, creative society where people can fulfil their potential”*; *“We are a confident, welcoming, outward looking society”*; *“We have created a place where people want to live, work, to visit and invest”*; and *“We give our children and young people the best start in life”*.

Department of Health's **Making Life Better Strategy 2013-2023** is the strategic framework for public health. It is designed to provide direction for policies and actions to improve the health and well being of people in Northern Ireland and to reduce health inequalities.

Arts and Heritage reside under the authority of the Department for Communities (DfC) in Northern Ireland. The **DfC Strategy for Culture and Arts**, which is a draft document, has a vision to promote, develop and support the crucial

role of arts and culture in creating a cohesive community and deliver social change to society on the basis of equality for everyone. It wants to see the potential of Northern Ireland's unique cultural capital maximized fully to benefit the social and economic wellbeing of all citizens. It, too, sees culture and arts as an economic driver, creating job opportunities, supporting tourism and promoting Northern Ireland on the international stage, as well as bringing communities together.

The Arts Council of Northern Ireland (ACNI) is striving to deepen the value of arts to individuals and to wider society, target resources to meet social and community challenges, deliver improved access, reach new audiences and enhance community engagement. The ambitions in its Arts Strategy reflect a changed context and the need for strong public engagement including championing the arts; encouraging more people and communities to become engaged with and more deeply involved in the arts and building a sustainable sector.

DfC- Historic Environment Division, sets out how Northern Ireland's buildings and archaeological heritage provide a powerful sense of connection between people and place, which in turn supports a sense of shared cultural identity, of place and wellbeing as individuals and as a society. It is an important economic and social asset, enhancing quality of life and adding local distinctiveness. In 2017 the Historic Environment Fund – Framework of Support 2017 launched The Historic Environment Fund 2016-2020. It is vital that Derry and Strabane's historic environment is appreciated, protected and made accessible to present and future generations and closely linked to the outcomes of its Community Plan and Tourism Plan.

The City and District has a rich built heritage offering which includes the historic 17th Century Derry City Walls, five conservation areas (Historic Walled City; Clarendon Street; Magee; Sion Mills and Newtonstewart), Areas of Townscape Character, Area of Outstanding Natural Beauty plus a vast array of listed

buildings, archaeological features and scheduled monuments. In recognition of this, DCSDC and the **Department for Communities Historic Environment Division** have in September 2017, commenced a three-year pilot heritage development initiative which will see the delivery of the employment of a Heritage Development Officer with a view to realising the full economic and social potential of the built historic environment in the Council area. This heritage development initiative, aims to help the area stand out as a place of quality and develop best practice in the custodianship of its built heritage assets and encourage innovation in its management and co-ordination. The pilot will encourage and develop community pride and involvement in caring for the built historic environment. It will link and support heritage businesses and initiatives to help them realise their full potential. Initially two strategic built heritage projects will be supported, one within the Walled City in collaboration with the Walled City Partnership, and one in a rural area. A key output of this pilot initiative will be the implementation of a District-wide Strategic Heritage Plan, this will be designed and implemented in partnership with DCSDC and a Heritage Forum.

The **Northern Ireland Museums Council** supports museums across Northern Ireland. It manages the Museum Accreditation Service which sets standards for museums across the UK, provides project and acquisition funds, builds capacity and promotes and advocates for museums. The Northern Ireland Museums Policy covers 2011-2016 has not yet been updated by the Department for Communities but sets out four strategic priorities which provide the framework for the work of the Northern Ireland Museums Council: Developing Audiences, Education and Learning, Collections Development, Care, Management and Use and Infrastructure, Investment and Resources. Museums are a key component of the arts and culture strategy.

National Museums Northern Ireland 2016/17 Strategy aims to enhance access and engagement to ensure museums and galleries reach the broadest possible audience and

provide them with opportunities to interact with and benefit from its collections. It has increased its reach beyond the museums and has toured some of its collections through its 'Out and About' programme and delivered initiatives across NI in partnership with Libraries NI. The strategy focuses on ensuring that structurally and culturally it is aligned to the Programme for Government, is fit for purpose, underpinned by a shared vision and values, with greater team working across the organisation. It wants its people to be skilled and empowered to deliver greater innovation, creativity and flexibility in how it does its business and how it facilitates learning and knowledge transfer.

The Arts and Culture Strategy has taken account of **The Rural Needs Act (Northern Ireland) 2016**, recognising the need to support "cultural hubs" across rural and isolated areas in Derry City and Strabane District, and finding new ways of presenting performances and develop a touring network. Rural engagement is key to the success of this new strategy.

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

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

seven priority sectors including: Animation, Large Scale Production, Television Drama, Irish Language and Ulster Scots, Factual/ Entertainment Television, Independent Film, and Gaming, Mobile, E-Learning and Web Content. The film and TV sector is growing in importance in DCSDC.

The **Music Industry Strategy for Northern Ireland 2011**, highlights the importance of building capacity in the local music industry and reinforcing talent development, innovation, entrepreneurship and the opportunities offered by diverse digital platforms. This is a strong offering in DCSDC.

Arts and culture is on my doorstep: the ruins of a 10th Century church and monastery. ”

Public consultation respondent, August 2017

Tourism, visitors and audiences are key drivers for developing an Arts, Culture and Heritage offering. **Tourism NI Draft Strategy** has a focus on investment to increase visitor numbers and earnings through target markets and segments. Support for indigenous high-quality businesses to grow and be “visitor inspired” in all its actions, making visitors responsive and aware of what’s on offer around activities and attractions. Vital to Derry and Strabane is to continue to ‘internationalise’ its tourism, arts and culture products. This could be addressed through growing the events and business tourism, creating enhanced visitor experiences, developing tourism skills, defining and developing the role of government and industry, and developing the digital tourism experience.

TNI’s strategic framework for heritage tourism, ‘A Prospectus for Change’, identifies four pillars: linking headline attractions with supporting stories, venues and events; storytelling and animating; planning in partnership; and raising standards. The strategy acknowledges that while the focus is on heritage tourism, it is in the engagement with culture and the subsequent animation to the nation’s stories where value

can really be added, creating the kinds of visitor experiences that can highlight the heritage on offer.

The Strategic Investment Board’s **Investment Strategy for Northern Ireland 2011-2021** acknowledges that investment in culture, arts and leisure makes a significant and material contribution to key pillars of the Programme for Government: economic development, health, education and social inclusion. Investing in cultural assets is perceived as helping to achieve a strong sense of place and belonging, affirming identity and making Northern Ireland a more attractive place to visit. The strategy recognises that investment in social activities, including culture, arts, leisure, libraries and sport, makes an important contribution to the economy, improved health and well-being, education, lifelong learning and improved social inclusion – and to the underlying social fabric of communities across the region. Investing in smaller arts projects is equally important, as they reach deep into our communities, promoting community wellbeing and mental health and have a positive effect on the young and the old alike.

Invest NI’s Business Strategy 2017-2021 prioritises the sectors and companies with the greatest potential to contribute to economic growth which includes high potential start-ups within digital and creative technologies. The emphasis is on growing sales outside Northern Ireland. Invest NI also seeks to be a catalyst for sustainable regional growth by partnering sub-regional statutory, private and community sectors with differentiated interventions and with cities as key drivers. This includes supporting the necessary physical and technical infrastructure, including road and air connectivity, broadband and incubators and shared workspaces.

The Northern Ireland Executive’s **Innovation Strategy for NI 2014-2025**, and the **Innovate NI Action Directory** aim to develop a Creative Northern Ireland Framework to nurture a culture of creativity across the public, private and third sector (Department for Communities). They

seek to encourage Further Education Colleges to establish Specialist Provisions for Industry using Colleges' Expertise Centres (SPICE centres), to provide bespoke support to help all businesses in Northern Ireland innovate and grow (DEL), as well as supporting the expansion of the NI Science Park (DETI), and the funding of a new world class business accelerator to foster the growth of early stage high tech start-ups (Invest NI). Key strategies include incorporating innovation and creativity into training and development programmes for public servants and into core competencies for managers (DOF); examining how to increase support offered to encourage entrepreneurial activity in schools (DE); encouraging more companies to incorporate design into their business planning processes (INI); and investigating the potential to introduce innovation audits within companies linked to the provision of intensive mentoring (INI).

The vision for tourism to 2020 has clear ambition – a £1bn contribution to the local economy, with 4.5m visitors per annum and an additional 10,000 jobs created. The product offer needs to get better to deliver against such targets. This will be achieved by an offer that is distinctive in the international marketplace, and nothing is as unique to “place” as heritage and culture. ”

TNI – A Prospectus for Change - 2017

Graduating to Success, the Higher Education Strategy for NI (2012), sets out a long-term vision of a higher education sector which is vibrant and of international calibre; which pursues excellence in teaching and research; which plays a pivotal role in the development of a modern, sustainable knowledge-based

economy; which supports a confident, shared society; and which recognises and values diversity. The strategy is based around four guiding principles: responsiveness – making higher education more responsive to the needs of the economy; quality – ensuring a higher quality learning experience; accessibility – ensuring a more accessible higher education sector and flexibility – developing a more flexible lifelong learning environment.

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

The **Northern Ireland Strategy for Further Education: Further Education Means Success** states that Further Education in Derry and Strabane will be linked to the outcomes through delivery by the North West Regional College (NWRC). North West Regional College Development Plan 2015-2018 take a central role in developing the city and region through skills innovation and economic engagement. One of its keys priorities is to engage with industry to design and deliver an economically focused curriculum that is innovative, intelligent and industry centered and relevant to the North West and wider region.

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

The National level – United Kingdom

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

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

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

Create Together: a Creative Industries Council Strategy for Cross Industry Collaboration

outlines a roadmap for industry and government to help the creative industries continue to grow over the next five years. It identifies eight drivers for growth: improved digital connectivity, diversity, an education system which develops relevant skills and promotes creativity, finance to support growth, protecting intellectual property,

an international focus, regional and cluster driven approaches to improving creativity and competitiveness and a light-touch and stable regulatory framework.

Understanding the value of arts and culture report

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

The **Museums Association** has set out its vision for the social impact of museums, collecting case studies for how museums enhance individual wellbeing, contribute to communities and the environment, impact on learning and generate ideas. It emphasises listening to users and non-users, researching local needs, working in partnership and devolving power over decisions about acquisition and interpretation.

The Mendoza Review: an independent review of museums in England concludes that museums need to further increase and diversify their income and use finite public money in a smarter way; they are engaging with their communities more effectively, contributing to placemaking, local priorities, and cultural education and this needs to continue; sharing skills and infrastructure resolves some of the issues around curation and management of collections; they need a greater understanding of the wider potential of digital; and that international partnerships will be even more important post-Brexit.

Cross Border – Donegal and the Republic of Ireland

The broader Republic of Ireland context is defined by the **Department of Culture, Heritage and the Gaeltacht's Culture 2025** strategy and the joint government departmental Creative Ireland strategy, **Clár Éire Ildánach/Creative Ireland Programme 2017-2022**, and the **Arts Council/An Comhairle Ealaíon's Making Great Art Work 2016-2025** strategy. The key priorities in all three are increasing and deepening public engagement with culture in its broadest sense and supporting arts and cultural organisations, individual artists and cultural practitioners in their work. The Creative Ireland Programme delivers this through five pillars: enabling the creative potential of every child, enabling creativity in every community, Ireland as a centre of creative excellence, investment in the creative and cultural infrastructure and building a global reputation for creativity and culture.

The **Heritage Council's Strategic Plan 2018-2022 – Valuing people and Place** (in draft) Building on its previous strategy, its vision, is for an enhanced identification of individuals and communities with their locality. Its strategy will focus principally on three key areas of activity; (1) to advance national heritage priorities;(2) to nurture belonging through a sense of identity and place; (3) to ensure a vibrant heritage sector.

The **Department of Transport, Tourism and Sport's** tourism strategy aims to maximise the economic and social benefits of tourism as a key element of its economic strategy and in recognition of its role in promoting peace and political co-operation. The tourism development authority Fáilte Ireland's investment strategy, Tourism Development and Innovation, focuses on a world class visitor experience, supporting growth in the sector to deliver profit and jobs, facilitating communities to play a greater role in developing local tourism and the placing the natural environment as the cornerstone of Irish tourism.

Department of Foreign Affairs and Trade, ROI, A Strategy for Growth, 2014-2020, prioritises the leverage of the arts and culture and creative sciences sectors' potential for job creation. It sees developing the creative sectors and cultural tourism as assisting balanced regional and rural development and the creative sciences as playing a greater role in further developing innovative industries and society.

We need more events organised by young people. ”

Public consultation respondent, July 2017

In 2016, Derry City & Strabane District Council and Donegal County Council initiated the **North West Strategic Growth Partnership**, to formulate and affect a shared approach to economic, environmental and social, planning and programme delivery, in both local authority areas. The **County Donegal Heritage Plan** sets out a strategy for the sustainable management of Donegal's heritage resources and landscapes. The Derry City and Strabane District Council Heritage Officer is represented on the plan's steering group to ensure maximum coordination with the emerging DCSDC Heritage Plan.

It was in this context, as well as in recognition of the extensive links and relationships that exist between the cultural sectors in both areas, that Donegal County Council's Cultural Services department and many Donegal-based arts organisations and individual artists, participated in the co-design group-led consultation process, which informed this Arts and Culture Strategy.

As a result, it includes a significant number of joint local authority and cultural sector actions that arise from the cross-border nature of the cultural sector in the North West. These actions focus on audience research and development, marketing, programme development, measuring the impacts of investment in the cultural sector, managing the challenges and opportunities that may arise following Brexit and advocacy at regional and national level on behalf of the sector.

From a European perspective

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

The **Create, Innovate, Grow** – Recommendations from the Policy Learning Platform of the European Creative Industries Alliance, is a new policy agenda to maximise the innovative contributions of Europe's creative industries.

These suggestions for a new creative industries policy agenda are divided into three main fields of action: Stimulate innovation and growth by enabling cross-sectoral collaboration, build better business support and access to finance in effective regional ecosystems and measure and raise awareness of the value of the cultural and creative industries as a key driver of innovation and growth.

European Capital of Culture Candidate 2023, Developing the Cultural Programme states that the candidate cities' programmes need to reflect the engagement with local citizens in shaping the bid, and connect to the long term cultural, social and economic strategies of the city and region. Derry partnered with Belfast in making a bid for 2023 before Brexit caused the UK's withdrawal from the programme.

The work undertaken by those involved in the bid from Derry City and Strabane District was a stimulus for extensive public engagement, creative visioning and exploration of how strategies could connect. This has provided a strong foundation for this strategy and has reinforced the importance of and support for arts, heritage and culture in the City and District.





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Derry City & Strabane District

ARTS & CULTURE STRATEGY 2019-2024

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