

Appendix 2
Cultural Framework 2016-2020
Year 1 Delivery Plan

Strategic Alignment	Proposed Actions	Approval/ Budget	Other resources/ stakeholders
Distinctly Belfast	Target: Set up Heritage Forum <ul style="list-style-type: none"> • Scope options • Identify preferred option & delivery model • Co-ordinate Forum 	n/a	Statutory partners Heritage & Community sectors
Distinctly Belfast/ Attracting Audiences/ Inspiring Communities/ Strengthening the sector	Target: Deliver City as a Gallery/ Art in the Public Realm Initiative to be supported through external funding by 2018 <ul style="list-style-type: none"> • Deliver City as a Gallery Pilot: Part II in 16/17 • Deliver large-scale outdoor international event • Identify and secure European partners for future initiatives • Make Creative Europe/ or other appropriate applications 	£80,000	Belfast Visual Arts Forum PLACE City Hall Belfast International Arts Festival
Distinctly Belfast/ Strengthening the sector	Target: Develop a new support programme by 2017 to showcase Belfast's arts & heritage through local, national and international partnerships <ul style="list-style-type: none"> • Design & launch support programme • Deliver, manage and monitor programme 	£30,000	Arts Council of Northern Ireland British Council Culture Ireland
Distinctly Belfast	Target: Scope the potential for character and style guidelines to be included in the planning processes by 2020. <ul style="list-style-type: none"> • Consult with relevant internal and external stakeholders • Map out options 	n/a	Internal stakeholders Heritage organisations Ulster Architectural Heritage Society Statutory partners

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Distinctly Belfast	Target: Publish a Public Art Policy by 2018 <ul style="list-style-type: none"> • Consult with relevant stakeholders • Conduct desk research • Identify best practice 	n/a	ACNI Arts & Community organisations Council Departments Department of Communities
Distinctly Belfast	Target: Explore the option to develop an inventory of buildings of cultural significance and how this could be utilised by stakeholders to promote the conservation of Belfast's built heritage <ul style="list-style-type: none"> • Consult with relevant stakeholders • Scope terms of reference for 'cultural significance' 	£5,000	Internal stakeholders Heritage organisations Ulster Architectural Heritage Society Statutory partners
Inspiring Communities	Target: Complete a cultural mapping of Belfast by 2016 and update annually <ul style="list-style-type: none"> • Conduct necessary research, collate information and launch map of cultural activity and experiences in Belfast 	£10,000	Community sector Arts sector Statutory partners Internal departments
Inspiring Communities	Target: Deliver community festivals training programme <ul style="list-style-type: none"> • Design, deliver and monitor training programme 	£5,000	Community sector Arts sector Statutory partners Internal departments
Inspiring Communities	Target: Support participation in voluntary and amateur arts activities through key partnerships <ul style="list-style-type: none"> • Develop and manage Service Level Agreement with Voluntary Arts Ireland 	£15,000	Project delivery partner - Voluntary Arts Ireland

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Inspiring Communities	Target: £1.2m invested in engagement programme in culture, arts and heritage from non-Council sources <ul style="list-style-type: none"> • Develop and deliver Peace IV programme (pending approval) 	n/a	Peace IV partners Community sector Culture, arts and heritage sectors
Inspiring Communities	Target: Deliver capacity building programme to increase quality of community led arts programmes by 2017 <ul style="list-style-type: none"> • Scope options including best practice • Consult with internal and external stakeholders • Design & launch programme 	n/a	Community sector Arts sector Statutory partners Internal departments
Inspiring Communities	Target: Support a minimum of 5 artist-in-residence programmes across Belfast by 2018 <ul style="list-style-type: none"> • Scope options including best practice • Consult with internal and external stakeholders • Design & launch programme 	n/a	Community sector Arts sector Statutory partners Internal departments
Inspiring Communities/ Distinctly Belfast	Target: Deliver a heritage skills development programme by 2018 <ul style="list-style-type: none"> • Scope options including best practice • Consult with internal and external stakeholders • Design & launch programme 	n/a	Heritage organisations Community sector Statutory partners
Attracting Audiences	Target: Set up Strategic Attracting Audiences steering group for the city by 2016 <ul style="list-style-type: none"> • Develop Terms of Reference • Recruit members • Set objectives/ action plan 	£3,000	Visit Belfast Tourism NI Audiences NI Arts Council of Northern Ireland

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	<ul style="list-style-type: none"> Act as ongoing secretariat 		Internal departments
Attracting Audiences	<p>Target: Invest in media monitor for Belfast's culture, arts and heritage establishing a 2 year baseline and 2 year growth figure by 2020</p> <ul style="list-style-type: none"> Consult with internal and external stakeholders Set up media monitor and align to place positioning 	TBC	Visit Belfast Tourism NI Tourism Ireland Internal departments
Attracting Audiences	<p>Target: Audit of existing research/commissioning of new research/ establish research working group</p> <p>Target: Establish communications working group/ invest in tailored audience development programmes/ deliver tailored training & upskilling programmes</p> <ul style="list-style-type: none"> Manage and evaluate Audiences NI Service Level Agreement 	£80,000	Project delivery partner - Audiences NI
Attracting Audiences	<p>Target: Invest in an appropriate communications platform for culture in Belfast by 2017</p> <ul style="list-style-type: none"> Scope out options including best practice and case studies from other cities Consult with internal and external stakeholders Identify preferred option & prepare business case 	n/a	Internal stakeholders Visit Belfast
Attracting Audiences	<p>Target: Improve visitor/audience servicing in the city including signage and signposting by 2017</p> <ul style="list-style-type: none"> Scope out options including best practice and case 	n/a	Statutory Partners Internal Stakeholders BCCM

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	studies from other cities <ul style="list-style-type: none"> • Consult with internal and external stakeholders • Identify preferred option & prepare business case 		Tourism NI Visit Belfast Audiences NI Cathedral Quarter Trust, Partnership Boards
Attracting Audiences	Target: Establish framework for measuring non-ticketed activities by 2018 <ul style="list-style-type: none"> • Scope out options and pilot elements identifying preferred option and delivery model 	n/a	Audiences NI
Strengthening the sector	Target: Establish Memorandum of Understanding with key strategic partners <ul style="list-style-type: none"> • Engage with relevant stakeholders • Draft MoU for consideration • Approve and implement 	n/a	Arts Council of Northern Ireland British Council
Strengthening the sector	Target: Carry out audit of current support for career development and identify gaps by 2017 <ul style="list-style-type: none"> • Consult with internal and external • Carry out audit and collate information • Identify gaps • Make recommendations 	£5,000	Arts & Business Statutory partners Internal departments
Strengthening the sector	Target: Benchmark Belfast against comparator cities and carry out annual research by 2017 <ul style="list-style-type: none"> • Establish ToR for benchmarking • Consult with relevant national and international stakeholders • Carry out research & publish results 	£5,000	Arts & Business Statutory partners Internal departments

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Strengthening the sector	Target: Deliver tailored skills and career development programmes by 2018 <ul style="list-style-type: none"> • Deliver second phase of pilot including mentoring and bursaries • Evaluate pilot • Design and launch next stage of full programme 	£30,000	Arts & Business Visual Artists Ireland Theatre NI Dance Resource Base Statutory partners Internal departments
Strengthening the sector	Target: Ongoing delivery of small grants programme Target: Carry out review of small grants programmes by 2016 and launch new programme by April 2017 <ul style="list-style-type: none"> • Review small grants programme 2013-2016 • Consult with internal and external stakeholders • Develop and launch new programme 	£314,000 £5,000	Department of Communities (DCAL) Central Grants unit Internal departments
Strengthening the sector	Target: Ongoing support for Forums including Culture, Festivals and Visual Arts. <ul style="list-style-type: none"> • Develop annual actions plan • Provide ongoing secretariat support • Introduce evaluation measures 	£34,700	Visual Arts Forum Festivals Forum
Strengthening the sector	Target: Deliver support programme for creative start ups/ new business models/ social financing by 2018 including best practice and case studies from other cities <ul style="list-style-type: none"> • Consult with internal and external stakeholders • Identify preferred option & prepare business case 	n/a	ACNI Community & voluntary sector Arts & Business Internal departments
Strengthening the sector	Target: Provide development grants for organisations not currently in receipt of core funding by 2018 <ul style="list-style-type: none"> • Scope out options including best practice and case 	n/a	Sector consultation ACNI

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