
Economic Wellbeing Pillar: Tourism, Arts and Culture

Thematic Working Group (TWG): Workshop 2, 31 August 2016

Attendees: Averil Morrow, **Amma Centre**, Brigid McGibbon, **Armagh Rhymers**, Charles Neville, **Ulster Scots Society**, Evelyn Hanna, **Libraries NI**, Jackie Barker, **Millennium Court Arts Centre**, Joanne Wallace, **Wallace Consulting**, Katie Brown, **Amma Centre**, Lisa Finnegan, **Millennium Court Arts Centre**, Rosemary Kelly, **Banbridge Musical Society**, Sheila McCreesh, **Lislea Community Association**, Stephen Bill, **Tourism NI**.

ABC Council- Brian Johnston, Charles McCafferty, Elaine Gillespie, Elaine McEnarney, Emma Drury, Gerard Houlahan, Grace Greer, Jennifer Doak, Louise Rice, Michelle Markey, Niall Drew, Riann Coulter, Rosemary Mulholland, Sara McGeary, Sarah Millsopp, Councillor Marie Cairns, Councillor Fergal Lennon.

Apologies: Ann Donnelly, Ciara Campbell, Chris Bailey, **NIMC**, Colin Neill, **Hospitality Ulster**, Esther Baird, **Portadown 2000**, Linda Hyde, **Donaghcloney Rural Needs Development Group**, Victor Houston, **Banbridge Camera Club**.

ABC Council- Gill Robb, Leah Duncan

1. Welcome & Introduction

Brian Johnston, Head of Tourism, Arts and Culture welcomed members as Chair of the Communities TWG.

2. Baseline Statistics

There were no updates to the baseline statistics.

Outcome: TWG members agreed that the draft baseline report reflected the current situation.

3. Workshop 1 Report

Joanne Wallace, Wallace Consulting provided a recap of the issues and priorities agreed at the previous session. The inter-linked priorities developed at Workshop 1 were:

- *Improve Accessibility, Attendance & Participation*
- *Build Creative Capital*

Sara McGeary gave an overview of the ongoing strategic process for the Tourism Development & Marketing Strategy for the Borough and she presented 2 priorities which were derived from the issues emerging from the Strategy development process, as below:

- *Develop a strong reason for out-of-state markets to visit*
- *Develop a shared, coherent, compelling marketing message of appeal to international markets*

It was agreed that priorities 1 and 2 and priorities 3 and 4 would be combined due to similarities. The revised priorities are:

- *Improve accessibility, attendance, participation & building creative capital;*
- *Strengthen the out-of-state tourism product & message*

The revised vision is:

<p><i>“The Borough is recognised as a creative hub, a place of discovery that capitalizes on its unique, authentic, cultural and natural assets - where arts & culture inspire, create, grow and flourish.”</i></p>	<p><i>“The Borough is an internationally renowned destination, a place of discovery that capitalizes on its unique, authentic, cultural and natural assets - where arts & culture inspire, create, grow and flourish.”</i></p>
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Outcome: TWG to discuss at Workshop 3.

4. Short- Medium- & Long-Term Outcomes

Joanne presented draft short- and medium-term outcomes. The following suggestions have been drafted on the basis of the discussions (see Table 4.1).

Outcome: TWG members to agree any changes to the proposed Short-, Medium- & Long-term outcomes at Workshop 3.

Table 4.1 Priorities & Outcomes

Priority	Short-term (0-5yrs)	Medium-term (6-9yrs)	Long-term (10-15yrs)
<i>Improving accessibility, attendance, participation & building creative capital</i>	We are working in partnership to enable more people to benefit from artistic & cultural engagement to deliver high quality, accessible experiences for residents and visitors.	Arts and Culture is fully embedded in community life, it enhances our sense of place and well-being for visitors and residents.	The Borough has a vibrant, authentic, dynamic and inclusive arts and cultural offering that is responsive to the needs of its residents and has a compelling appeal to visitors.
	We are working in partnership to develop creative skills, foster innovation to raise our profile as a region for creativity.	Our robust and vibrant arts and cultural collaborations nurture creativity in people organisations and partnerships, forging our reputation as a creative place.	The Borough is recognised as an inspirational creative environment with a well-resourced, flourishing and innovative arts and cultural sector, facilities and industries.
<i>Out of State tourism product & marketing</i>	Our collaborative approach to tourism planning and development, provides the best visitor experience possible by prioritising investment in new and existing products & events, accessible infrastructure and offering professional training to the industry.	Tourism is a key contributor to the local economy - maximising opportunities, events & assets, creating increased opportunities to stay & spend & encouraging repeat visits.	The Borough has a thriving tourism economy, successfully attracting the NI out of state visitor spend based on the delivery of unique, authentic and customised experiences.
	We understand our markets and segments & have established a strong unique identity and associated proposition, which we are communicating to out of state markets.	We have a well-defined tourism product that we all value and are proud to share with others.	The Borough has a recognisable and defined brand in key out of state markets, identifying the area as one of the top destinations in Northern Ireland.

5. SWOT Analysis

Emma Drury, ABC Council provided a snapshot of best practice activities relevant to the priorities. Members conducted a SWOT analysis on each priority to inform action planning.

Table 5.1: ACCESSIBILITY, ATTENDANCE, PARTICIPATION & CREATIVE CAPITAL	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Range of exemplary arts and culture facilities eg FE McWilliam Gallery, Market Place Theatre and Millennium Court Arts Centre • Strong arts & cultural outreach services to local community eg Craigavon Museum Services and Arts Development Services • Arts participation in the Borough high compared with rest of NI • Expertise in the delivery of quality arts and culture events • Great stories to convey 	<ul style="list-style-type: none"> • Lack of shared data and methods for capture • Archives not properly promoted/difficulty with awareness • Lack of complementary evening economy to support arts and culture provision • Lack of volunteers, mentoring and programme sustainability • Lack of marketing budgets
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Better utilisation of museum resources • Use arts to animate and enhance the public transport network and outdoor spaces • Harnessing pride in local communities and places • Mapping facilities and activities across the Borough • Arts Council funding for delivery of arts actions arising from Community Planning process • More active business engagement 	<ul style="list-style-type: none"> • Impact of BREXIT on funding & and future programmes • Lack of investment in facilities, programmes and marketing • Competing demand for people's time • Lack of joined up projects/thinking/working is isolation

Table 5.2: TOURISM PRODUCT & MESSAGE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Armagh City – Navan, St Patrick link, WHS bid, Purple flag status • Excellent natural and built heritage • Easily accessible from points of entry • Wide ranging programme of events and festivals • Family History resources across the Borough • Good people – dedicated staff • Armagh Ambassador Programme 	<ul style="list-style-type: none"> • No comprehensive baseline of tourism performance/profile • Poor market/product fit • Customer service provision • Language skills • Lack of visitor accommodation • Lack of clear proposition and branding • Lack of visibility and support from Tourism Ireland Ltd and Tourism NI • Capacity of businesses to market their products • Three digital visitor platforms • Lack of local public transport • Weak night time economy • Lack of private sector investment – attractive proposition?
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Active engagement with tourism influencers and agencies • Better co-ordination of programming • New accommodation – reflects the place Eg Gaol or 5 star country • Ireland’s Ancient East • Influencing PFG • High profile visit opportunities – raise awareness • Bidding for national/international events • Consolidation of Borough’s existing events programme • Digital technologies – enhancing visitor experience and communication • Safe destination 	<ul style="list-style-type: none"> • International and national competition • BREXIT and free movement of people • Exchange rates • Failure to invest in existing and new initiatives – must be prioritised • Parochial mind set • Failure of community to understand and embrace visitors

6. Proposed Actions & Indicators

Members developed potential actions for each priority.

Outcome: TWG members to discuss & agree proposed activity tables at Workshop 3.

Table 6.1: *Improve accessibility, attendance and participation & build creative capital*

Proposed Actions		Detail	Outcomes
1	Understanding the baseline	<ul style="list-style-type: none"> Resource and develop a strategy for the collection of consistent, comprehensive qualitative and quantitative baseline data related to engagement, participation and resourcing (including partnerships) of the Borough’s Arts, Culture & Heritage sector; 	<p><i>Short-term (0-5yrs)</i></p> <ul style="list-style-type: none"> We are working in partnership to enable more people to benefit from artistic & cultural engagement to deliver high quality, accessible experiences for residents and visitors.
2	Increasing access & participation	<ul style="list-style-type: none"> Understand non-participation & potential barriers & work in partnership to remove; Develop dynamic audience development strategies & initiatives which will communicate the benefits and reasons to be involved messages (e.g. tell a friend, arts, culture & heritage free pass, rural pilots with transport operators Work in partnership with public, private and voluntary sector to develop a prioritized arts provision that is responsive to the needs of citizens and visitors and that is delivered through outstanding facilities and engaging outreach programmes; Development a focused digital communications strategy for the promotion of arts & cultural events within the borough, nationally and internationally; Develop the creative skills and capacity of our citizens across all ages through a programme of community & voluntary activity that impacts on health & well-being, inclusion, regeneration, capacity building, employability and education 	<ul style="list-style-type: none"> We are working in partnership to develop creative skills, foster innovation to raise our profile as a region for creativity. <p><i>Medium-term (6-10yrs)</i></p> <ul style="list-style-type: none"> Arts and Culture is fully embedded in community life, it enhances our sense of place and well-being for visitors and residents.

3	Developing skills & infrastructure	<ul style="list-style-type: none"> • Devise an Arts & Cultural strategy to secure additional investment in people, organisations and partnerships to create a renowned creative destination and lever external funding to assist in resourcing this; • Source non-traditional partnerships & funding opportunities; • Arts, Culture & Heritage Forum – lobbying role to raise the profile of the sector & improve partnership working; • Work with key partners to support the development of the professional arts/creative sector - support job and company development, professionalise suitable amateur/voluntary organisations, artist studios, research facilities, equipment etc, cross-sector mentoring programme; • Work in partnership with public, private and voluntary sector to develop a prioritized arts provision that is responsive to the needs of citizens and visitors and that is delivered through outstanding facilities and engaging outreach programmes 	<ul style="list-style-type: none"> • Our robust and vibrant arts and cultural collaborations nurture creativity in people organisations and partnerships, forging our reputation as a creative place. <p><i>Long-term (11-15yrs)</i></p> <ul style="list-style-type: none"> • The Borough has a vibrant, authentic, dynamic and inclusive arts and cultural offering that is responsive to the needs of its residents and has a compelling appeal to visitors.
4	Profile Raising	<ul style="list-style-type: none"> • Lobby Stormont for ABC investment – Champions through Arts & Culture Forum; • Bid for City of Culture (Armagh) & build local, national & international profile for arts & culture; • Improve branding at arts, culture & heritage led events 	<ul style="list-style-type: none"> • The Borough is recognised as an inspirational creative environment with a well-resourced, flourishing and innovative arts and cultural sector, facilities and industries.

Table 6.2: Out of State Tourism Product & Message		
Proposed Actions	Detail	Outcomes
1	Tourism Development Strategy	<p><i>Short-term</i></p> <ul style="list-style-type: none"> • Our collaborative approach to tourism planning and development, provides the best visitor experience possible by prioritising investment in new and existing products & events, accessible infrastructure and offering professional training to the industry. • We understand our markets and segments & have established a strong unique identity and associated proposition, which we are communicating to out of state markets
	Infrastructure Investment	<p><i>Medium-term</i></p> <ul style="list-style-type: none"> • Tourism is a key contributor to the local economy - maximising opportunities, events & assets, creating increased opportunities to stay & spend & encouraging repeat visits. • We have a well-defined tourism product that we all value and are proud to share with others. <p><i>Long-term</i></p> <ul style="list-style-type: none"> • The Borough has a thriving tourism economy, successfully attracting the NI out of state visitor spend based on the delivery of unique, authentic and customised experiences. • The Borough has a recognisable and defined brand in key out of state markets, identifying the area as one of the top destinations in Northern Ireland.
2	Coherent Messaging	<ul style="list-style-type: none"> • Identify USPs of the Tourism offer and associated values; • Develop a compelling tourism proposition and associated branding strategy supported by market testing – unified message & one website for tourism information; • Explore potential of shared databases;

		<ul style="list-style-type: none">• Engage with national and international Tourism agencies to support the proposition;• Themed, rather than geographical approach - “Storytelling”, sense of place, characters messages;• Make use of other groups representing the area & support them to market us to their audiences in other countries (e.g. Pipe Bands, Sports Clubs)	
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7. Potential Beneficiaries & Partners

The following were identified, with varying emphasis according to the specific priority:

Target Beneficiaries	Potential Partner Examples
<ul style="list-style-type: none"> • Visitors – international • The diaspora • Residents • Artists and creatives • Education sector – all ages • Current providers • Wider community - Children & young people, older people, BME (including Travellers), people with physical & learning disabilities, rural communities, areas of deprivation, men, families, volunteers, the unemployed, people on a low income; • Business sector – retail, entertainment & hospitality 	<ul style="list-style-type: none"> • Government Departments • Tourism Ireland • Tourism NI • Tour Operators • Audiences NI/Arts and Business • ACNI and other arts sectoral bodies • Education & libraries • Health & Social Care Trusts • Community voluntary sector • Other statutory agencies • Funders • Media • Chambers of Commerce and the business community • Third Level Education • Vocational training, employability sector • Cross border • Other Local Authorities, attractions, venues etc.

8. Next Steps

The 3rd Workshop will be on Friday 16th August 2016, 9.30am – 1.00pm, Old Town Hall, Banbridge & we will focus on:

- *Revisions/refinements to draft Action Tables;*
- *Complementarity with other Pillars & TWGs;*
- *Links to Cross-cutting themes.*