

Five Year Plan Development Stages (Working Draft)

1. Determining the Position (June to Sept)

- **Develop communications plan**
 - **Desk-based Research:** Analysis / assessment / evaluation of *Ambitions for the Arts (2013-2018)*; analyse key data sources to establish trends relating to core principles of access, equality and excellence. Include: General Population Survey; Annual Funding Survey; Continuous Household Survey; Young Person's Wellbeing Survey; ARK surveys. Comparative analysis of UK strategies. Evidence from programme evaluations (AOPP, ARTICulate, Creative Schools, ClIFF, ReImaging, etc.)
 - Economic analysis report, exploring the capacity of arts organisations to deliver change.
 - **Sector Platform Workshops:** parallel to an evidence review, we will hold a series of workshops to gather your perspective - Music and Opera; Drama and Festivals; Visual Arts and Literature; Venues and Participatory Arts.
 - **Thematic Workshops:** led by Resource Organisations to explore sector-based needs and priorities with feedback reports submitted by **7 Sept. 2018**
 - **Provocation Pieces** - what are the key strategic questions we need to address: theme-based discussion documents exploring strengths, weaknesses, opportunities and threats. Short, high level articles stimulating discussion from a broad range of stakeholder groups (commissioned and open call)
 - Open call for individual responses submitted by 7th Sept. 2018
- **At this stage we will have reviewed the evidence, gathered your perspectives and determined the 'direction of travel' for the new strategy.**

2. Developing the Strategy (Sept to Dec)

- Produce a summary report & undertake a further layer of testing / validation through face-to-face meetings.
- Structured engagement with statutory bodies, partners and other funders, including a Local Govt. Symposium
- Prepare Draft Strategy: mission, values, vision, long-term goals and objectives
- Develop a performance management framework, associated action plans and KPIs
- Approval of draft by Board

3. Communicating & consulting (Dec to Mar)

- Equality Impact Assessment (12 weeks)
- Public Consultation (12 weeks): workshops and on-line survey
- Refinement period
- Ministerial Approval and on-line launch

1.4 Sector platform meetings

Sector	Date
Music and Opera	Monday 11 th June
Drama and Festivals	Tuesday 12 th June
Dance	Tuesday 12 th June
Visual Arts	Wednesday 13 th June
Literature	Wednesday 13 th June
Venues	Thursday 14 th June
Participatory to include community, youth, carnival and health and disability	Thursday 14 th June

1.5 Thematic Events

Resource organisation led events to explore sector based needs and priorities. Evidence will be fed back to Arts Council via event reports by key contacts.

Illustrative examples: Arts Matters NI, Arts & Business NI, Thrive, University of the Atypical, Voluntary Arts Ireland, Theatre NI, Community Arts Partnership, NICVA, Arts Managers Group, Dance Resource Base, ArtsCare, others ...

1.6 Provocation pieces

Invitations to prepare compelling, narrative based articles, designed to stimulate engagement and debate. Theme-based discussion documents (commissioned and open) from artists, creators, performers, educators, academics and others.

Suggested Themes
<i>Perceptions of the Arts in changing times</i>
<i>The Case for Equality and Diversity</i>
<i>The value of Arts & Creativity in the Classroom</i>
<i>Creative Communities and Arts-Based Place-making</i>
<i>Measuring the Social Impact of the Arts</i>
<i>Investing in the workforce: skills and leadership</i>
<i>The Arts in a Digital Age: Disrupted Boundaries</i>
<i>Audience Engagement: the changing demographics of Northern Ireland</i>
<i>Global challenges and opportunities of the Creative Industries</i>
<i>Leaving the EU – what will be the impact on the Arts?</i>
<i>Perspectives on cultural participation: understanding young people's views</i>
<i>The contested space of Cultural Democracy</i>

2.1 Face-to-face consultations:

Structured engagement with statutory bodies, partners and other funders, including a Local Govt. Symposium

Organisation	Group
Local Authorities	Arts Managers' Group (20.06.2018)
	Chief Leisure Officers Association (CLOA)
	Chief Executives
	Local Govt. Symposium
Trusts and Foundations	
	Baring Foundation
	Big Lottery
	PHF
	Esmee Fairbairn
	International Fund for Ireland
	Association of Charitable Trusts and Foundations (ACF)
Community / Voluntary	
	NICVA
	CAP
	Voluntary Arts Ireland
	Building Change Trust
Statutory Funders / Strategic Partners	
	Department for Communities
	Education Authority
	Department for Education
	Public Health Agency
	Community Relations Council
	TEO / Urban Villages
Universities	
	University of Ulster
	QUB
Political Leaders	
	Cross Party Arts Group
	MLAs
Private Sector	
	Arts & Business NI