

Submission by Arts & Business NI (A&B NI) to the Consultation on the draft Programme for Government Framework 2016-21

Introduction:

Arts & Business Northern Ireland (A&B NI) is pleased to submit a response to the consultation on the draft Programme for Government Framework 2016-21. Our response focuses primarily on the areas of most relevance to our work and area of expertise: namely, cross sectoral private and public partnership between arts and business organisations, the role of these collaborations in strengthening the Arts and the associated benefits of a thriving, accessible and sustainable arts and cultural sector to delivering across the draft Programme for Government (PfG) outcomes and to bringing about social and economic improvement in wider society.

Arts & Business NI (A&B NI):

A&B NI was set up in 1987 as part of a UK wide creative network that advocates and facilitates creative partnerships between the private and cultural sectors. We became an independent Northern Ireland charity on 1 November 2011.

A&B NI's remit covers the performing arts, literature, visual arts and crafts, museums, libraries, heritage and film. With 30 years of experience driving dynamic collaborations in Northern Ireland, we have extensive expertise in the interface between the arts and business. At the heart of our work is the belief that the arts have the power to transform and change lives on both an individual and corporate level.

Our response:

A&B NI has structured our response to the consultation document under two main areas:

1. General Comments on the Outcomes Based Approach, the Outcomes and Indicators
2. The Centrality of the Arts to achievement of the PfG Outcomes – supported by *Appendix 1: Case studies demonstrating the Benefits of Cross Sectoral Partnership on Draft PfG Outcomes*

1 General Comments on Outcomes Based Approach, Outcomes and Indicators:

A&B NI welcomes the Executive's outcomes based approach to the development of the Framework and its focus on major societal outcomes that will make a difference to the things that matter most to our people. We welcome the approach in the development and delivery of the Programme for Government (PfG) to engage outside Government to develop plans and work with local government, the private sector, voluntary and community sectors and beyond to maximise what we can achieve collectively.

As an organisation that drives cross sectoral private and public partnership, A&B NI is committed to supporting the Executive, and working in partnership with the Department of Communities and the Arts Council of NI, to ignite further collaboration that can deliver across the draft PfG.

The outcome based approach to the Framework can help facilitate shared working across Government departments. The action plans to be developed for each outcome and key strategies being developed should lead to more joined-up thinking and greater stakeholder and partner engagement. However A&B NI would make some observations and highlight some areas of concern about the outcomes based approach and the 42 Indicators that have been chosen:

- As the Framework sets out the Executive's ambition for Northern Ireland we feel that to instil a vision and galvanise buy-in the Purpose and 14 Outcomes could be enhanced by being more tailored specifically to Northern Ireland.
- Each of the 42 indicators, which are clear statements for change, are accompanied by a measure which is largely derived from existing statistics. We would be concerned that using simply this outcomes based approach to monitoring and measurement is very narrow and could risk excluding the valuable contributions being made to the outcomes by particular sectors or organisations. For example, the more indirect impacts and benefits of the Arts across the outcomes and the impact of the Arts towards wellbeing would not be appropriately captured via the singular outcomes based approach. It will therefore be important to incorporate a range of complementary evaluation methods to capture the value and impacts of other key stakeholder groups or sectors.
- In a time when resources are decreasing, A&B NI would support the view that there needs to be more focus on impact, i.e. the 'why' something is being done and evaluating how an activity helps an organisation achieve an overall goal or outcome. Existing models of applying impact practice, such as the 'Inspiring Impact'¹ framework and tools, should be utilised and maximised in regard to the Framework's outcomes based approach. This Inspiring Impact framework can support the voluntary and community sector in embedding impact practice within their organisations. This is already being explored within the arts sector, for example A&B NI is working with other arts sector umbrella groups (Audiences NI, Dance Resource Base, Theatre NI and Voluntary Arts Ireland) on a project funded by Inspiring Impact NI to explore utilising the Inspiring Impact framework for our organisations and to encourage and support others within our sector to embed impact practice within their organisations.

- A&B NI would also make the point that to maximise the potential impact that key sectors can make to this outcome based approach, and particularly the cross sectoral collaboration and partnership development required within this, there needs to be investment in resourcing key strategic partners such as the community and voluntary sector, and the arts and cultural sector. For example, the arts and cultural sector already delivers broadly across the outcome areas but if its full potential is to be maximised there needs to be investment in the core infrastructure of the sector. Building meaningful partnerships and extending outreach programmes takes time and resources. Investment in core infrastructure will strengthen these sectors/organisations and this in turn will enable them to reach their full potential and maximise impacts.
- To maximise the potential around partnership development and collaboration on outcomes based programmes there also needs to be more certainty and longer lead in times around funding allocations and decisions to organisations in receipt of public funding. This requires Government departments to work to longer lead in times on agreeing and allocating budgets.
- Cross departmental working and joint funding of key strategic outcomes based projects would also fund new and enhance existing partnerships, working to deliver on outcomes and indicators. For example, the Arts are a creative and engaging way of communicating key messages around health. There are existing examples where the arts have worked in partnership with Heath Trusts and hospitals such as the case study below between Artscare and Royal Belfast Hospital for Sick Children, supported by Belfast Harbour and the A&B NI Investment Programme:

Belfast Harbour and Arts Care, with an investment from Arts & Business NI, provided a programme of art workshops for the young patients at Royal Belfast Hospital for Sick Children and worked to create a new bespoke art gallery on the hospital premises to showcase the work produced by these children during their workshop sessions with Arts Care artists. The gallery will be a lasting record of the work of the children some of whom have life limiting illnesses.

The MAC and Ulster Bank MACtile tours is another example of a business and arts partnership that had a health and wellbeing theme - children with Autism Sensory Disorders:

Ulster Bank and The MAC

Ulster Bank has been a core sponsor since the MAC opened in 2012. Both organisations already place much value on delivering outstanding customer service to all customers. But the MAC identified a specific need for an enhanced level of service for school children and families with Autism Sensory Disorders (ASD). From talking to teachers and parents, the MAC discovered that the barriers to these children attending an arts performance can be huge, but with a relatively small amount of support, could be overcome. As a result the MAC and the Ulster Bank collaborated to develop MACtile tours, an all sensory introduction to theatre, giving children with Autism Sensory Disorders the ability to experience the magic of theatre in a relaxed environment. Through the project staff from both organisations were also given bespoke customer care training that would offer a better understanding of the needs of those families who may find a visit to the theatre, or indeed to the bank, a difficult and intimidating experience.

2 The Centrality of the Arts to achievement of the PFG Outcomes:

A&B NI welcomes the Executive's decision to place wellbeing at the heart of the Programme's overarching Purpose. However, with this in mind we feel that the vital role of the Arts to the health and wellbeing of our society, people and our place has been under represented within the Framework and particularly the Indicators that support the outcomes. The Arts are only specifically mentioned in Indicator 27 (Improve Cultural Participation) yet can impact across so many of the outcome and indicator areas.

The arts & cultural sector is an integral part of the fabric of our society and fundamental to our quality of life. The Arts are at the very heart of our communities. This provides the mechanisms to bring people together and contributes to improving health, wellbeing, learning and the confidence of our communities. It is through the excellence of our Arts that we animate and regenerate our communities and create interesting, engaging and inclusive places.

According to the General Population Survey 2014/ RFO survey 2014:

- 70% of people living in the most deprived areas engage in the Arts
- 79% of adults engage in the Arts
- 96% of young people engage in the Arts
- 81% of the public believe the Arts enrich the quality of our lives

Many of A&B NI's private sector partners agree that the Arts are a powerful force for renewal, regeneration, economic development and sustainability. The Creative Industries represent 5% of total employment in Northern Ireland (43,000 people) and generate £797m gross value added to the local economy.

The Arts are crucial in the development of a skilled and highly imaginative workforce and population, stimulating innovation and creativity referenced across several of the outcomes. They are also crucial for children and young people's development and education. The Arts has a significant impact on raising the profile of Northern Ireland at home and abroad, connecting Northern Ireland to the world and defining us as a sophisticated business location that people would want to live, work and invest in, critical to outcome 1 and 13 in particular.

Businesses also see the wider value and importance of the arts & cultural sector to economic growth. We are part of a global economy and to grow we need to find ways to encourage investment and attract and retain talent in and to Northern Ireland. The introduction of a lower rate of Corporation Tax is one element of that strategy and a dynamic arts & cultural sector, built on excellence, is another important ingredient in giving NI standout appeal on a world stage, defining us as a sophisticated business location and civilised society, fuelling cultural and business confidence.

A vibrant arts and cultural sector is important to Northern Ireland and to my business because it's part of the brand that defines Northern Ireland as a business location. It sends a message that Northern Ireland is a modern, sophisticated and outward-oriented region and challenges some of the less attractive associations of our history. My peers in business also associate a rich and vibrant culture with an intelligent, outward oriented pool of people to draw on. This has a big impact on where they want to do business and where they are willing to invest.

In PwC we want to keep talented, ambitious people working for our firm in Northern Ireland. We want them to work for clients here and abroad, but to choose to have Northern Ireland as the place to build their lives. A vibrant arts and cultural sector is a key component in making Northern Ireland that place".

Paul Terrington, Regional Chairman, PwC & Ex-Chairman, Institute of Directors Northern Ireland

a whole and to the bottom line of their own businesses. See digital version of the supplement here: http://supplements.independent.ie/default.aspx?xml=Allianz_NI_Awards#folio=1

A&B NI sees the positive impact of cross sectoral partnership; when culture and business collaborate it makes a powerful and effective combination which can help drive performance across many sectors.

Appendix 1 summarises all the creative collaborations between arts and business organisations that were funded by the A&B NI Investment programme² in 2015-16. This fund nurtures and develops existing relationships and leverages new arts and business partnerships. It is also enabling many business partnership projects that increase access to the arts. This table illustrates how the Arts and cross sectoral partnerships such as these are delivering across all of the PfG 14 outcomes.

While these partnerships can often spring from sponsorship, there are many other benefits that come from collaborations. Mindful of the difficult funding environment for the Arts, an increased number of our business members are supporting arts organisations through mentoring or joining the Board of an arts organisation. This vital skills exchange provides additional resources to the arts sector at a time when the cost of specialist support would be unthinkable, but it is also of benefit to the business individuals.

Charlotte Jess, Tourism NI/QUB was placed onto the board of the Crescent Arts Centre via the A&B NI Young Professionals programme:

"Becoming a Director at the Crescent Arts Centre gave me a refreshing diversification from my normal working life, whilst expanding my marketing and strategic experience. The opportunity to contribute to a community orientated organisation as well as learn, develop, and expand my network has been immensely rewarding on both a personal and professional level."

Charlotte Jess, Tourism NI/QUB

Many private sector businesses are using the Arts to bring creative arts based solutions into their business. These partnerships are helping business re-imagine products, markets and brands, and authentically engage with communities, customers and employees.

"Incorporating the Arts and artistic thinking into our practice means we now improve our patients health and wellbeing in a more dynamic and holistic fashion. In terms of business results, this approach has become a selling point and delivers results to the bottom line."

Adam Jaffa, Gentle Dental

"A vibrant Cultural and Arts sector is important to society in general because it is a means of people relaxing, switching off from their busy lives and being entertained. Within the workplace it adds value to people's lives and broadens their minds."

Dorcas Crawford, Senior Partner, Edwards & Co Solicitors

Government funded programmes such as the Arts & Business NI Investment programme, funded by the Arts Council of NI, are important in strengthening existing partnerships as well as nurturing and igniting new arts sponsorships.

Conclusion

A&B NI fed into and welcomed the previous Minister for Culture Arts & Leisure consultation on a draft cross-departmental strategy for the Arts in NI and we look forward to its development under the Department for Communities. We believe that it is critical that this leads to an agreed cross-departmental recognition of the centrality of the Arts to Northern Ireland, its people and its future, and positively impacts on government investment in the long term development and sustainability of the Arts in Northern Ireland. It is important that this centrality of the Arts is reflected more broadly across the PfG outcomes and indicators.

When we invest in the Arts we are investing in artistic excellence and talent. An investment that delivers both socially and economically, leading to a more productive, innovative, creative and culturally rich society – a society we all aspire to.

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¹ For more information on Inspiring Impact go to www.inspiringimpactni.org

² In 2015-2016, £143,925 was committed in the year through the A&B NI Investment programme against £521,082 business investment. This leveraged £3.62 of business support for £1 invested via the fund. 41 projects were supported. 27% were for projects outside Belfast and 20% were 1st time sponsors of the Arts.

| APPENDIX 1 - DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK CHART OF ARTS & BUSINESS COLLABORATIONS AGAINST PFG OUTCOMES | | OUTCOMES | | | | | | | | | | | | | |
|---|---|---|--|------------------------------|--------------------------------------|--|--|---|--|---|--|--------------------------------------|---|--|--|
| | | O1 | O2 | O3 | O4 | O5 | O6 | O7 | O8 | O9 | O10 | O11 | O12 | O13 | O14 |
| Ref | Arts/Business collaborations funded by the A&B NI Investment programme in 2015-2016 | We prosper through a strong, competitive, (regionally balanced) economy | We live and work sustainably, protecting the environment | We have a more equal society | We enjoy long, healthy, active lives | We are an innovative, creative society where people can fulfil their potential | We have more people working in better jobs | We have a safe community where we respect the law, and each other | We care for others and we help those in need | We are a shared society that respects diversity | We are a confident, welcoming, outward-looking society | We have high quality public services | We have created a place where people want to live and work, to visit and invest | We connect people and opportunities through our infrastructure | We give our children and young people the best start in life |
| 1 | ARUP and PLACE had a shared interest in the planning and regeneration powers recently devolved to Belfast City Council. With an Arts & Business NI investment they arranged a creative charette involving the Council regeneration team along with design and engineering professionals from across the UK and Europe. Attended by key policy and decision makers the event provided an opportunity to test regeneration strategies and to strengthen collaboration across design disciplines. | ✓ | | | | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | |
| 2 | Belfast Harbour are committed to give back to the community in which they do business. They and Arts Care, with an investment from Arts & Business NI, provided a programme of art workshops for the young patients at Royal Belfast Hospital for Sick Children and worked to create a new bespoke art gallery on the hospital premises to showcase the work produced by these children during their workshop sessions with Arts Care artists. The gallery will be a lasting record of the work of the children some of whom have life limiting illnesses. | | | | ✓ | ✓ | | | ✓ | | | ✓ | ✓ | | ✓ |
| 3 | Belfast Harbour operates in areas of deprivation and has made a commitment to contribute positively to young people in those areas. With an investment from Arts & Business NI and in partnership with Beyond Skin they developed a programme of workshops for local primary school children to connect with children in a similar situation in Sri Lanka. The two groups worked simultaneously on a music project and produced a shared multi-media audio and visual record of their work and experiences which educated them about the lives of their counterparts living 3000 miles apart. | | | ✓ | | ✓ | | | | ✓ | ✓ | | ✓ | | ✓ |
| 4 | Recognising that reading for pleasure is hugely important to a child's educational success Belfast Harbour joined with Book Trust, with the help of an Arts & Business NI investment, to promote reading amongst 200 teenagers from disadvantaged areas of Belfast. They ran a creative writing competition and provided books by Dan Freedman to read, swap and have signed at an author event at Belfast Harbour office. They also created a secure on-line platform for the children to connect directly with the author and ask questions and post comments. | | | ✓ | | ✓ | ✓ | | ✓ | | ✓ | | ✓ | | ✓ |
| 5 | Belfast Harbour CSR policy is targeted towards young people, arts, community and the environment so a partnership with Culture Night Belfast, who are based on their doorstep was a natural fit. Together they developed the Culture Night Almanac, the creative result of a series of public discussion events on how Belfast is responding to the needs of young people, the environment and the arts. The Almanac was made available physically and online and also as a Culture Night Belfast performance. | ✓ | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | | ✓ | | ✓ |
| 6 | Belfast Harbour has always been key to the growth and identity of the City but many young people were unaware of its significance to their communities. As part of their CSR strategy Belfast Harbour partnered with Talent Tribe to engage young people from inner city Belfast to work with mentors from the creative industry to produce and perform a production centred on the history of the harbour. Through working together they also developed positive relationships across all divides as well as self-confidence and technical skills related to the production process. | | | ✓ | | ✓ | | ✓ | | ✓ | ✓ | | | | ✓ |
| 7 | Belfast Harbour is the first port in the world to be certified as CarbonNeutral and one of their core values is Environmental Sustainability. They worked with WheelWorks to develop a project engaging disadvantaged young people to work with facilitators to discuss their environmental issues and concerns, experience innovative digital art including Raspberry Pies to create a piece of art to highlight and monitor and react to changes in the environment. | | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | | | ✓ | | ✓ |
| 8 | Donnelly Motors wanted to develop their family market and National Trust at Springhill House wanted to enhance their engagement with young people in their costume area so the two organisations came together and worked to design a children's activity zone in the House. Donnelly staff were already engaged in staging a vintage car rally event at Springhill and the addition of the new activity zone creates a permanent legacy specifically aimed at children. | ✓ | | | ✓ | | | | | | ✓ | | ✓ | | ✓ |

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| 9 | Keen to develop a strong outreach programme, Easons partnered with the Verbal Arts Centre to create SBOOKY BOOKS, a range of family fun programme activities with an educational focus promoting literature, literacy and a love of reading. Over a weekend Foyside Shopping Centre was transformed into a crime lab with budding CSI detectives trying to solve a mystery, examining fingerprints and working as mini sleuths on a hunt for hidden treasure. | ✓ | | ✓ | ✓ | ✓ | | | | | ✓ | | ✓ | | ✓ |
| 10 | All branches of Feilden Clegg Bradley architect studios have a policy of public engagement in their local communities. The Belfast office determined that partnering with PLACE would be an ideal starting point for developing a programme of talks and discussion groups and for highlighting their current projects. Together they used an Arts & Business NI investment to create guided tours of various buildings, to programme open studio events and to produce website and print materials designed to foster interest in what makes for good design in the built environment. | ✓ | ✓ | | | ✓ | ✓ | | | | ✓ | | ✓ | ✓ | |
| 11 | Forging a relationship with local children from disadvantaged areas was a CSR goal for Foyside Shopping Centre. Working with Waterside Theatre and an Arts & Business NI investment they were able to bring a group of children from neighbourhood renewal areas into the shopping centre to enjoy a "Festival Day" full of fun, magic and a professional interactive performance by the theatre. | | | ✓ | ✓ | ✓ | | | ✓ | | | | ✓ | | ✓ |
| 12 | iConnect partnered with CultureTECH to demonstrate how their product line can be used in educational settings. The iArt project produced a series of video tutorials by a local digital artist demonstrating how to create interactive artworks and animations. Aimed at the educational market the videos were circulated to CultureTECH's schools, and a number of workshops and a competition rounded off the project. | ✓ | | | | ✓ | ✓ | | | | ✓ | | ✓ | | ✓ |
| 13 | BabyDay has garnered a fabulous reputation for fun and innovative family centred events specifically aimed at supporting children's aspirations. One of Mothercare's CSR objectives was to support community charities and make a positive difference, so the two organisations got together and used an Arts & Business NI investment to create a yarn-bombing spectacle to promote BabyDay at Mothercare's flagship store at Sprucefield, where a BabyDay breakfast was also held. They then moved the artwork to Belfast City Hall to promote BabyDay there too. | ✓ | | | ✓ | | ✓ | | | | ✓ | | ✓ | | ✓ |
| 14 | When you sell the same commodity as others you need to find a way to differentiate your company. Nicholl Oils did just that by teaming up with Millennium Forum. Using investment from Arts & Business NI and with the help of a professional artist they ran a competition for Year 11 and 12 students in the Western Region to design a tanker wrapper. The winning entry chosen from the exhibition at the Forum was reproduced on their tankers for the whole winter season next year making Nicholl Oils stand out from the crowd. | ✓ | | | | ✓ | | | | | ✓ | | ✓ | | ✓ |
| 15 | I Think I Can was a unique international artwork at the Belfast Children's festival highlighting the importance of public transport in local communities. A miniature model railway was brought to life by fun active audience interaction and members of the public using puppets to explore how railways connect communities and deliver health and well-being benefits. | | ✓ | ✓ | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| 16 | Both United Airlines and Clayton Hotel were familiar with the Belfast Nashville Festival but saw an opportunity to increase their involvement with the event by working with event organisers Panarts and availing of an Arts & Business NI investment. Clayton provided not just hotel accommodation for visiting musicians but also a venue for events and trained their staff as Festival ambassadors. United Airlines worked with Panarts to promote the festival and had 3 artists performing in the arrivals area of the airport. Events were filmed as an advertising tool for all the parties involved. | ✓ | | | | ✓ | | | | | ✓ | | ✓ | ✓ | |

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| 17 | The Dirty Onion is known as a modern pub with lively traditional Irish music and it regularly provides a venue for An Droichead to showcase local talent. They decided to expand on that theme and with the aid of an Arts & Business NI investment took "Festival Club" out to new locations throughout Cathedral Quarter. This allowed them to introduce the best of cutting edge traditional music to new audiences in small quirky venues, public spaces and in recognised music sites throughout the area. | ✓ | | | | ✓ | ✓ | | | ✓ | ✓ | | ✓ | | |
| 18 | Hit The North 2015 was a week-long festival of street art and music appealing to a young, hard to reach demographic. Coinciding with Culture Night Belfast the creation of large scale positive murals celebrating a new Belfast gave Becks exactly the sponsorship opportunity they were looking for. An Arts & Business NI investment allowed them to enhance the festival music programme and to take it, and the street painting into a greater area of Belfast. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | | ✓ | | ✓ |
| 19 | Belfast is increasingly becoming known as a centre for great dining experiences. A group of city centre restaurants, Mourne Seafood Bar, McHughs, Potted Hen and John Hewitt, partnered with Kabosh to run entertaining and educational food tours stopping and tasting at each establishment. To encourage the staff at each restaurant to understand how best to engage with the tours, they had the opportunity to take part and experience the tour themselves. An app was also developed to enhance the overall experience for customers. | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | | |
| 20 | Caffe Fresco is situated close to Alley Arts in Strabane and used an Arts & Business NI investment to engage with the theatre's audience for their production of The Elves and the Shoemaker. They ran a Facebook competition to design an elf themed window display for the cafe and hosted an origami craft workshop for children to create their own elves before attending the show. For those creating their own elves at home there was a further Facebook competition and prize for the most creative elf and picture. | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ | | ✓ | | ✓ |
| 21 | Young people are of great importance to the business of Curtis Opticians and they joined with Millennium Forum to interact with 12-18 year olds through a series of community arts workshops. Focus on the Arts used the theme of Vision to structure arts, drama and dance workshops which were free, accessible and inclusive and formed part of the InterAct Youth Arts Festival. Workshops used filmmaking, photography, circus tricks and illusions, as well as tips from drama on making an impact and being seen. | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | | | | | | ✓ |
| 22 | Forestside Shopping Centre wanted to offer a safe performance space to buskers who are too young to play in the City Centre. With assistance from an Arts & Business NI investment in conjunction with Panarts they were able to run a songwriting competition for young people and provide a venue for 6 of them to perform in the mall. Three students then progressed to perform their work at 12th Belfast Nashville Songwriters Festival. | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ |
| 23 | Gentle Dental Care's goal was to teach the importance of dental care at all ages. With aid from an Arts & Business NI investment they worked with the young filmmakers of Cinemagic and a cast and crew of school children and adult patients to produce a peer educational film highlighting dental care and related health and social issues faced by each generation. The resulting film was made available to both organisations' websites and social media and was also shown at the Cinemagic Festival. | ✓ | | | ✓ | ✓ | ✓ | | ✓ | | ✓ | | | | ✓ |
| 24 | GBBCA wanted to engage with young people from the disadvantaged areas surrounding their business. In this area mental health is a particular concern so in partnership with Cinemagic and an A&B NI investment the staff worked with local children helping and guiding them to produce a film exploring mental health and mindfulness in their age group. | | | ✓ | ✓ | ✓ | | | ✓ | | ✓ | | | | ✓ |

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| 25 | Many of the staff of HSF were familiar with Belmont Tower and knew that it lacked identity. National Trust resources were already committed elsewhere so HSF threw themselves into rectifying the situation. It seemed appropriate that a former school should be reinvigorated by a creative writing project so writing workshops in the Tower and a competition followed. "Towering Tales" produced both real and imagined histories which will be a lasting legacy and the project culminated in a lively prize giving event. | | | | ✓ | ✓ | | | | | ✓ | | ✓ | ✓ | ✓ |
| 26 | Ink Monkey supply art materials to students and commercial artists and they teamed up with artist Dean Kane to brighten up Belfast. Dean created stencilled designs which were then applied to surfaces in public areas around the city. The designs were painted in a specialist water repellent paint which is only visible when it rains so on even the dreariest days Belfast smiles through. | ✓ | | | | ✓ | | | | | ✓ | | ✓ | ✓ | |
| 27 | Movie House Cinemas worked with Titanic Creative Management to engage with their target audience of 16-22 year olds. With an Arts & Business NI investment they used Facebook and Twitter to invite entries to a hair and make-up competition on the theme of Capitol Creations. Winners were taught techniques used in the Hunger Games films by make-up artists who actually worked on the films and received free cinema tickets and were also offered discounted courses as well as mentoring for those inspired to make film make-up their career. | ✓ | | | | ✓ | ✓ | | | | ✓ | | ✓ | | ✓ |
| 28 | Murphy's Bar was ideally placed for family custom as it was situated at the start of the fairy tale Giant's Lair trail at Slieve Gullian but families just weren't coming in to the traditional pub. With an Arts & Business NI investment they worked with Sticky Fingers to create a fairy village in their garden, evidence of fairy activity in their restaurant and storytelling and walk about performances at weekends and holidays. | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| 29 | Seagate wanted to promote the product design side of their business and teamed up with CultureTECH to showcase their creativity. With an Arts & Business NI investment they worked together to produce Make:Art, a gallery exhibition of digital artworks and a series of workshops for young people, the public and staff. Using professional digital artists they were able to demonstrate to over 2000 visitors including 300 young people how creativity and technology can combine to produce amazing results. | ✓ | | | | ✓ | ✓ | | | | ✓ | | ✓ | | ✓ |
| 30 | Partnering with Festival of Fools, Translink worked to create "Community Circus Corner" enabling seven shows from youth and community groups to perform at the Festival. The young physically active performers who travelled on buses from across Northern Ireland perfectly encapsulated their target market of young "active travellers" and a video of the event was used as a promotional tool on the Translink website. One of the groups has also been engaged to appear at a Translink staff and family event giving them an extra opportunity for public performance. | ✓ | ✓ | | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| 31 | Ulster Carpet Mills appreciate the support they receive from families in their local community and wanted to give something back. They developed a bespoke music education project with Ulster Orchestra specifically for local children with special needs attending Ceara School in Lurgan. With investment from Arts & Business NI over a six month period the children experienced orchestral music with the best in the business, were taught to play needs specific instruments and enjoyed a celebratory showcase event. | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | | | | ✓ |
| 32 | This year Ulster Bank Belfast International Festival and Ulster Bank took "Random Acts of Festival" into the streets. With a flashmob Big Band surprising shoppers in the city centre and free event tickets being given away in return for members of the public stopping to help artists "struggling" with tasks, no-one was left in any doubt of the variety on offer at the Festival. A video was then circulated on social media demonstrating how with a little help from an Arts & Business NI investment the Festival still has the ability to surprise and delight. | | | | | ✓ | | | | | ✓ | | ✓ | | |

| APPENDIX 1 - DRAFT PROGRAMME FOR GOVERNMENT FRAMEWORK CHART OF ARTS & BUSINESS COLLABORATIONS AGAINST PFG OUTCOMES | | OUTCOMES | | | | | | | | | | | | | |
|---|--|---|--|------------------------------|--------------------------------------|--|--|---|--|---|--|--------------------------------------|---|--|--|
| | | O1 | O2 | O3 | O4 | O5 | O6 | O7 | O8 | O9 | O10 | O11 | O12 | O13 | O14 |
| Ref | Arts/Business collaborations funded by the A&B NI Investment programme in 2015-2016 | We prosper through a strong, competitive, (regionally balanced) economy | We live and work sustainably, protecting the environment | We have a more equal society | We enjoy long, healthy, active lives | We are an innovative, creative society where people can fulfil their potential | We have more people working in better jobs | We have a safe community where we respect the law, and each other | We care for others and we help those in need | We are a shared society that respects diversity | We are a confident, welcoming, outward-looking society | We have high quality public services | We have created a place where people want to live and work, to visit and invest | We connect people and opportunities through our infrastructure | We give our children and young people the best start in life |
| 33 | U105 wanted to be more engaged with their audience aged 45+ so with an Arts & Business NI investment they partnered with Beat Carnival to create interactive mini carnival villages aimed at this age group at major events and locations in Northern Ireland. The staff also learned carnival drumming and performance skills to take to the streets themselves to perform during one of the events. | ✓ | | | ✓ | ✓ | | | | | ✓ | | ✓ | | |
| 34 | Doyle Shipping Group work involves many risks, including cargo handling, working on ships and around water. With input from Lagan Search and Rescue and advice from Belfast Harbour, they partnered c21 to create and film a "man overboard incident" DVD to educate staff in Belfast and further afield in correct health and safety procedures and first aid. The staff enjoyed being involved in acting and production and one has since joined Lagan Search and Rescue as a volunteer. | ✓ | | | ✓ | ✓ | | ✓ | | | ✓ | | | | |
| 35 | Staff development was an important goal for Lockton Insurance so they teamed up with Grand Opera House to develop a project to engage David Meade to teach their staff coaching and mentoring skills. These skills were then used to guide a group of teenage boys to analyse their skills, abilities, competencies and aspirations enabling them to make informed choices regarding their career options. The mentoring will continue into the future as the boys move through education, training and employment. | ✓ | | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | | | | ✓ |
| 36 | Customer facing staff in hotels rely on their verbal and non-verbal communications skills in all sorts of scenarios. By partnering with The Playhouse, and with the aid of an Arts & Business NI investment, Maldron Hotel staff learned new techniques through theatrical training and role play to enhance and refresh their approach to customer care. | ✓ | | | | ✓ | ✓ | | | | ✓ | ✓ | ✓ | | |
| 37 | Even in a creative workplace staff can benefit from being challenged to think beyond their roles. Navigator Blue, with aid from an Arts & Business NI investment, partnered with South Bank to teach them social media skills and how to design their own publicity materials on a budget. No challenge there, but their staff also shadowed members of the production team and learned new skills in stage management, lighting, sound, acting, directing, costume and front of house to assist in the show they had helped to promote. | ✓ | | | ✓ | ✓ | | | | ✓ | | | | | |
| 38 | Ulster Bank and the MAC realised they had a skills gap in common - their staff lacked the specific skills needed to interact with customers with Autism spectrum disorder. Staff of both organisations underwent autism awareness training and with the help of an Arts & Business NI investment they developed workshops for children with ASD to prepare them for their first visit to a theatre. Using a ground breaking model theatre MACtile Tours introduced the children to the concept of performance, the stage craft used and what to expect at the theatre. A relaxed performance of Rumpelstiltskin was then staged for them all to enjoy. | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | | ✓ | | ✓ |