



**a creative region**



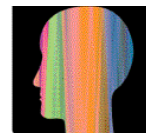
# Unlocking Creativity:

## a creative region



An action plan published jointly by Department of Culture Arts and Leisure (DCAL), Department of Education (DE), Department for Employment and Learning (DEL), Department of Enterprise, Trade and Investment (DETI) and Invest Northern Ireland (Invest NI), setting out a series of medium-term strategic measures to take forward the Unlocking Creativity strategy.





If you would like a copy of this document in another language or format please contact:

Judith McCann  
Department of Culture, Arts and Leisure  
Interpoint  
20-24 York Street  
Belfast  
BT15 1AQ

Email: [Judith.mccann@dcalni.gov.uk](mailto:Judith.mccann@dcalni.gov.uk)

Tel. (028) 9025 8975

Fax (028) 9025 8880

Textphone: (028) 9025 4211



# Contents



	Page	
Ministerial Foreword	1	
The Consultation Process and its Outcomes	3	
Outcome of the Equality Impact Assessment	4	
Introduction	5	
Mission and Aims	6	
Definition	7	
Refreshing the Strategy	7	
Themes: Learning, Innovation and Enterprise, and Connecting	8	
Key Action Areas	10	
<b><i>Unlocking Creativity</i></b> Action Plan		
Learning	13	
<b><i>Creative Youth Partnerships</i></b>	13	
<b><i>Creative Learning Centres</i></b>	15	
<b><i>Curriculum and Qualifications</i></b>	16	
<b><i>Incentive &amp; Accreditation Scheme</i></b>	18	
<b><i>Creative Education Element in the Professional     Qualification for Headship</i></b>	18	
<b><i>DCAL Learning Strategy</i></b>	19	
<b><i>Entrepreneurship in Learning</i></b>	19	
<b><i>Creativity in the Education Technology Strategy</i></b>	19	
<b><i>Moving Image Education</i></b>	20	





Page

Innovation and Enterprise	22
<i>Investment Support for Companies in the Creative Industries</i>	24
<i>Investment in Film Television and New Media</i>	28
<i>Increasing Innovation and Creativity in Client Companies across all sectors of industry</i>	29
<i>Innovation Pilot</i>	31
<i>Innovation and Creativity Seminars and Conferences</i>	32
<i>Design</i>	33
<i>Labour Market Research</i>	36
<i>Learning and Skills</i>	37
<i>Creativity in University Research and Research into Creative Activity</i>	37
<i>Creativity in Further Education</i>	39
<i>Establishment of a Craft Development Unit</i>	42
<i>Support for the Individual Artist</i>	42
Connecting	46
<i>Online Box Office/Audience Development Agency</i>	46
<i>Policy on Architecture and the Built Environment</i>	48
<i>Unlocking Creativity Showcasing Events</i>	49
Conclusion	50
Further Reading and Selected Websites	53
Glossary	56
Appendix	
<i>Responses to Consultation</i>	59



# UNLOCKING CREATIVITY: A CREATIVE REGION

## MINISTERIAL FOREWORD

Since the inception of the *unlocking creativity* initiative, as originally envisaged in *Unlocking Creativity: A Strategy for Development* and the follow up *Unlocking Creativity: Making it Happen*, the whole concept of creativity being central to Northern Ireland's ability to respond to the challenges of the global economy has been at the heart of the strategy.

This third document *A Creative Region* continues the dialogue and debate started between the four Government Departments and across education, the arts and the Creative Industries to build a policy based on consensus. It is part of the process to ensure the future flourishing of creativity in Northern Ireland interlocking the worlds of education, enterprise and culture and demonstrating how a small region such as Northern Ireland can have a major profile in the new thinking, cultural dialogues and commercial agendas driving the process of change in the 21st century.

Engaging in dialogue with stakeholders is not always easy but creativity must deal first and foremost with ideas, imagination, innovation and change and the process of ongoing consultation is essential.

It is therefore gratifying to have confirmed commitment to the aims:

- To ensure full and co-ordinated provision for creative and cultural development in the curricula of formal and informal education and lifelong learning;
- To ensure access to training and employment opportunities, and promote business development through creative and cultural development;



- To validate the concept that creativity is central to all aspects of work, learning, and leisure in Northern Ireland through ensuring effective partnerships between organisations in the public, private, and voluntary sectors.



And be in a stronger position to rise to the twin challenge of how best to promote creativity in formal and non-formal education and lifelong learning, and how best to promote wealth creation in the Creative Industries and across the economy as a whole.



A handwritten signature in black ink that reads "Angela Smith".

**Angela Smith MP**  
**Parliamentary Under**  
**Secretary of State**

A handwritten signature in black ink that reads "Barry Gardiner".

**Barry Gardiner MP**  
**Parliamentary Under**  
**Secretary of State**



## The Consultation Process and its Outcome

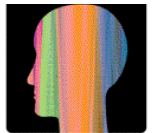
The Departments wish to thank the 51 people who responded to the consultation. An acknowledgement of the names of all the individuals and organisations that provided a written response is included as an appendix to this action plan.

The comments received again underpin the importance of this initiative, and have been most encouraging. In most cases, respondents addressed the consultation questions included in the document. Some respondents also provided additional comments on other sections of the document and some made more general observations.

In general, the vast majority of responses were positive and confirmed the main thrust of the action plan. Any criticisms levelled at the document were constructive, and the length and detail of the responses illustrate the seriousness with which the document was treated by all. Below are examples of some of the comments made:

- It was suggested that the use of the UK Department of Culture, Media and Sport (DCMS) definition of Creative Industries might prove restrictive.
- It was also felt that the Social Economy Sector needed to be included as well as the Music Industry.
- Action points could be summarised to assist understanding and could be referenced to the central themes.
- The Action Plan should also be supplemented by a central reporting strategy to ensure no valuable activity is overlooked in terms of documentation and commendation.

These comments have now been considered and where appropriate have been incorporated in the revised plan.



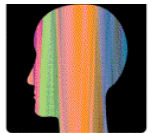
## Outcome of the Equality Impact Assessment

An equality impact assessment was carried out at the same time as the consultation process and the Departments wish to thank the individuals and organisations that responded. We were concerned that some respondents commented on the lack of disaggregated data available to inform the *Unlocking Creativity* mission statement and overarching aims.

We therefore invited those organisations to speak to us. We found their views very helpful and subsequently wrote to the Equality Coalition members asking them to identify, from their perspective, information on any relevant data held or collected that would help inform the assessment of the *Unlocking Creativity* policy and have taken on board what emerged, but the issue of disaggregated data remains.

As a consequence, the *Creative Region* action plan has been amended to contain a statement confirming that DETI Statistics Branch will draw up a set of statistics from their current surveys. This will be based on an evidence toolkit for collecting information about the cultural sector, including the Creative Industries, produced by DCMS, and will provide updated data when requested for monitoring purposes.

The Departments, together with their partners, confirm that each of the individual programmes contained in the action plan will be screened and where appropriate will be the subject of an equality impact assessment.



## Introduction



In our economic life one certainty is change: rapid, accelerating and discontinuous change, largely driven by technological advances. For our community to prosper in the new global economy, it is essential that we continue to develop and exploit our creativity.



In the three years since *Unlocking Creativity – a Strategy for Development* was published by the Executive Ministers for DCAL, DETI, DE and DEL, we have become ever more aware of the importance of creativity for the prosperity and social coherence of Northern Ireland.



Creativity is not only at the heart of our arts and Creative Industries but underpins our ability to innovate, to create and exploit new economic opportunities and to compete more effectively. Even more importantly, both as individuals and as a community, it helps us to unleash our personal potential which puts the heart into social and cultural capital.

This action plan builds on the experience of the past three years and continues to encompass education, lifelong learning, the arts, the Creative Industries, business, and the individual excellence we have had the privilege of witnessing, especially through the work of the Creativity Seed Fund which has supported around 100 projects across sectors, interest groups, regions, age and community.



In March 2003 we invited people interested in creativity across a very wide range of fields to a conference at the Lagan Valley Island Centre in Lisburn to take stock, and to consider how we should renew the strategy. There was very useful and stimulating debate at the conference where there was a strong consensus that the principles of the original strategy were valid; that we should continue to pursue it, and that it needed to be refreshed with a new set of medium-term actions, building on the knowledge gained and the achievements to



date. This action plan draws on discussions held at and since the conference.

Our experience in developing and implementing the strategy so far has continually demonstrated the value of working across boundaries, between organisations, between disciplines and between areas of public policy. Making new connections and maintaining existing ones is a critical element of the strategy. This is reflected in this action plan.

## Mission and Aims

This action plan is published jointly by DCAL, DE, DEL, DETI and Invest NI. These Departments have been partners in *Unlocking Creativity* since 2000. Each of the Departments remains committed to a coordinated cross-cutting strategy to promote creativity in Northern Ireland and also embed it in individual Departmental Strategies and thinking.

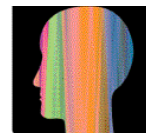
We are committed to the original mission statement of *Unlocking Creativity*:

to develop the capacities of all our people for creativity and innovation, and so promote and sustain the social, cultural and economic well-being of Northern Ireland.

We believe that the original three strategic aims remain valid:

- to ensure full and coordinated provision for creative and cultural development in the curricula of formal and informal and lifelong learning;
- to facilitate access to training and employment opportunities, and promote business development through creative and cultural development, and





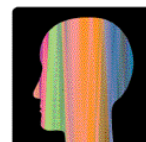
- to validate the concept that creativity is central to all aspects of work, learning and leisure in Northern Ireland through ensuring effective partnerships between organisations in the public, private and voluntary sectors.



## Definition

We propose to continue to work to the broad definition of creativity which we adopted in 2000:

imaginative activity with outcomes that are original and of value.



## Refreshing the Strategy

The conference in March 2003 was attended by a hundred participants drawn from a broad constituency including education, the arts and the Creative Industries. After taking stock of the main changes, the participants considered the strategic direction, the main constraints that had to be addressed, and key actions to be taken.



Since the publication of *Unlocking Creativity – Making it Happen* in June 2001, many people have been taking forward the creativity agenda. Highlights include:

- the regional innovation strategy for Northern Ireland, *think/create/innovate*, published in June 2003;
- progress in the review of the NI curriculum;
- the establishment of 34 branded *learndirect* centres;
- the *Essential Skills Strategy for Northern Ireland* to address the weaknesses in literacy and numeracy among adults;
- the Creativity Seed Fund which has assisted around 100 innovative projects;



- the completion of the first major baseline survey of the Creative Industries in Northern Ireland;
- a commitment of an additional £9.7m of public investment for the development of the film and television industry in Northern Ireland;
- the establishment by Invest NI of a ‘proof-of-concept’ fund – the Leapfrog project which is managed by Dream Ireland;
- £14m to Arts over three years in the 2002 spending review; and
- the publication of a cross-cutting Strategic Plan for the Social Economy which records the potential for social economy enterprises to be involved in *Unlocking Creativity*.

## Themes: Learning, Innovation and Enterprise, and Connecting

In the review of the strategy the main issues and actions have coalesced into two key areas of interest: “learning”, “innovation and enterprise”. These are of course inter-related in many different ways. The twin challenge for our economy and our society is how best to promote creativity in formal and non-formal education and lifelong learning, and how best to promote wealth creation through creativity, in the Creative Industries and across the economy as a whole. We have taken the themes of “*learning*” and “*innovation and enterprise*” as the main organising principles for this action plan, with a third heading – “*connecting*” – for actions which cut across the creativity agenda.





## KEY ACTION AREAS



### Learning

- Putting programmes and facilities in place to promote learning in a creative way.
- Embedding creativity in the curriculum and promoting the role of creativity in learning, teaching, assessment and accreditation.
- Promoting the use of infrastructure and technology to enhance young peoples' creativity.



### Innovation and Enterprise

- Supporting and accelerating the growth of the Creative Industries Sector through new product development, networking and developing business skills.
- Enhancing international awareness of Northern Ireland's creative capabilities.
- Recognising the importance of design to competitiveness by prioritising design awareness and design capability.
- Promoting innovation, stimulating R&D and boosting technology transfer.
- Identifying the skills and development needs of the Creative Industries sector.



## Connecting

- Nurturing creative talent through the Craft Sector and the Performing Arts Sector.
- Delivering an agreed Government Policy on Architecture and the Built Environment and promoting design excellence in public sector projects.
- Showcasing creativity in learning and enterprise.





# UNLOCKING CREATIVITY ACTION PLAN



## Learning

### *Creative Youth Partnerships*

The first of our three strategic aims is to ensure full and coordinated provision for creative and cultural development in the curricula of formal and informal education and lifelong learning. Over the past year DCAL, DE, the five Education and Library Boards (ELBs), the Arts Council and a number of other key players have been developing plans for the establishment of *Creative Youth Partnerships*. This is a 3-year scheme that will create, develop and sustain arts programmes, activities and initiatives for children and young people throughout Northern Ireland. The Partnerships are being established at a time of significant revision of the Northern Ireland Schools' Curriculum.



Programming for the scheme will fall into two strands: a *Creative Youth Partnerships* website database of programmes and activities; and local Action Zone programmes in each Education and Library Board area.



Programming over the three years of the scheme will be based on an expansion and development of the Arts Council's existing programmes: Artists in Schools (individual artist(s)); and Schools' Tours (professional arts organisations). Both these schemes will be widened to provide arts programmes and activities for children and young people within and beyond the schools' sector. They will be web-based and enable organisations, schools and colleges to select individual artists and professional arts organisations to deliver a combination of pre-prepared and individually tailored arts programmes and activities.



Local Action Zone programmes will be co-ordinated by a newly appointed Development Officer in each Board area, working in collaboration with a Support Group which will include representatives from a range of local and regional organisations from within the formal and non-formal education and arts sectors, the community and voluntary sectors, as well as local artists and other organisations with responsibility for children and young people.

Through a greater engagement between the arts, education and the youth sector, the work of the Partnerships will make a positive contribution to the lives of children and young people and support them in their learning, personal growth and social development. Key outcomes of the Partnerships are:

- Increased opportunities for (and rates of) participation in the arts by children and young people
- Improved use of school and community facilities, both during and after school hours
- Improved perception of the value of the arts, and enhanced support for the arts among participants
- A framework for the development of the youth arts sector, including:
  - accessible information services and networking opportunities, both locally and regionally, for children and young people, schools/youth organisations and artists and arts organisations
  - a central database of arts programmes, activities and initiatives for children and young people taking place in the contexts of formal education, non-formal education and in community and voluntary groups





- Increased number of schools/organisations with whole-school/whole-organisation creative arts policies
  - Evidence of how arts initiatives impact on:
    - school attendance levels
    - improved learning outcomes across the schools and youth work curricula
    - quality of life issues
  - Regional forums to identify the needs of schools/youth organisations and artists/arts organisations
  - Effective training initiatives and modes of accreditation for teachers/youth workers and artists/arts organisations
  - Codes of practice for working with children and young people in a creative arts environment
  - A number of “centres of excellence” identified to showcase best practice in schools/youth organisations and among artists and arts organisations
1. **A Creative Youth Partnership has been established in each ELB area and will operate for an initial period of three years.**



### ***Creative Learning Centres***

The digital revolution has only just begun, and there is overwhelming evidence that the changes in the ways we learn, work, play and live will be radical, disruptive and fast. In the global economy we may be faced with a stark choice: to be victims of change or to be agents of change. To survive and prosper in the digital age requires not only individual and collaborative creativity but a mastery of the new possibilities that are both the product of creativity and the medium of



new creative activity. Among many other things this means ensuring that young people and their teachers and mentors, within and outside the formal education, have opportunities to learn the new technologies and to use them creatively. The Creativity Seed Fund is supporting the SELB, the SEELB and the WELB in the establishment of three Creative Learning Centres, one in Armagh, one in Londonderry and one in the Belfast area.

2. DCAL and DE will evaluate the impact of these two projects after they have completed one calendar year of programme activity in order to inform policy on possible future expansion across all the ELB areas.

### ***Curriculum and Qualifications***

The content of the school curriculum has been subject to review and during the consultation on proposals for a revised curriculum the Council for the Curriculum, Examinations and Assessment (CCEA) has endeavoured to raise the profile of creativity within the curriculum. The Minister for Education has accepted CCEA's proposals for a revised curriculum that will be more flexible and offer greater scope for creativity to meet the changing needs of pupils, society and the economy. It is expected that these changes will be introduced on a phased basis from September 2006.

Creativity is one aspect of Education for Employability which will be at the heart of the revised curriculum. As part of the pilot work CCEA is working with Arts and Business, a creative network established to help business support the arts. Pupils from six schools have worked with local businesses and artists to develop creative solutions to business issues.

It is also important that examination specifications allow students opportunities to demonstrate creativity. CCEA has already acted positively in piloting a new Advanced Subsidiary qualification in



Moving Image Arts which will provide excellent opportunities to demonstrate creativity in a modern high technology context. However, there may be further opportunities to promote creativity within examination specifications and the assessments based on them.

3. CCEA will audit current examination specifications and new ones under development and make appropriate changes within existing accreditation criteria to promote creativity in the learning and assessment associated with the qualifications. The audit is ongoing and any changes will be incorporated into teacher support events from Autumn 2004 onwards.
4. In the review of accreditation criteria, CCEA has worked with the other regulatory authorities to promote the emphasis given to creativity within the criteria. Revised criteria were published in Spring 2004.
5. CCEA will monitor the work of the 14-19 Reform Group in England (under the Chairmanship of Mike Tomlinson) and will provide advice to DE and DEL on the issues considered by the Group, including reference to the place of creativity in the programmes of learning for 16-19 year olds. The 14-19 Reform Group Final Review is due in late autumn 2004 and CCEA expect to provide advice to DE and DEL sometime after this.
6. CCEA will include, in the support material being developed to facilitate the roll-out of the revised curriculum (sample teaching plans, schemes of work and lesson plans), ample illustration of how opportunities can be developed in all curriculum areas to promote creativity. These support materials will be drafted by Summer 2005.



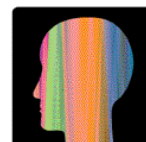


## ***Incentive & Accreditation Scheme***

One of the greatest challenges in terms of unlocking creativity within schools is to harness the creative capacity of teachers to deliver all aspects of the curriculum, not just those most commonly identified as creative subjects such as music, dance or drama, in imaginative ways that stimulate young people. Recognising, rewarding and sharing good practice is one way of helping to embed creativity across the curriculum.



7. **DE, in partnership with the Education and Library Boards, the Education and Training Inspectorate and others as necessary, will consider an incentive and accreditation scheme for teachers, principals and schools with a view to embedding creativity across the curriculum. Proposals for a scheme will be devised, and any financial implications identified, by Summer 2005.**



## ***Creative Education Element in the Professional Qualification for Headship***

The Professional Qualification for Headship (PQH) is a leadership course for principals and there are a number of aspects of the design and delivery of PQH courses that reflect not only the need for creativity in the role of the principal but also the need for him/her to foster creative approaches in his/her staff and pupils.



8. **In the design and delivery of PQH courses, the Regional Training Unit will:**
  - **maximise PQH candidates' potential for responding creatively to the challenges of 21st century schooling;**
  - **develop the capacity of aspirant school leaders to optimise the creative potential of their future staff and pupils;**



- equip future leaders with the skills and insights necessary to enhance children’s learning experiences through, for example, the application of innovative learning strategies, and
- prepare today’s educational leaders with the skills and knowledge to respond creatively to future educational challenges.



### **DCAL Learning Strategy**

In its libraries, museums and archives Northern Ireland has an enormous treasure which is a source of learning and inspiration for many people, for professional as well as personal purposes. However, we have yet to realise the full potential of these resources to foster learning and stimulate creativity.



9. DCAL has completed an audit of the contribution of Libraries, Museums and Archives to creativity within the context of lifelong learning. Consideration will now be given to the development of a longer-term strategy to promote and enhance that contribution.

### **Entrepreneurship in Learning**

As a consequence of the Invest NI strategic review of entrepreneurship and the approach set out in *Accelerating Entrepreneurship*, DE, DEL and DETI agreed a co-ordinated approach which was set out in the *Entrepreneurship and Education* action plan launched by Ministers in March 2003



10. DE, DEL and DETI will implement the agreed joint action plan on entrepreneurship and education published in March 2003.



### **Creativity in the Education Technology Strategy**

The draft Education Technology Strategy, *emPowered Schools* (where 'em' stands for electronic and online multimedia), is being developed through online consultation at [www.elearningfutures.com](http://www.elearningfutures.com)



and will be subject to further consultation when complete, with an overarching target of Spring 2004 for completion.



**11. The Education Technology Strategy Management Group, which includes members from across the education sector, will embed the concept of the use of ICT to enhance young people's creativity across the curriculum throughout its new ET strategy, which is currently in preparation.**



### ***Moving Image Education***

Moving image media such as film, television and video are a valuable source of information for many people and an increasingly important sector of the economy. It is therefore important that children in school are given the opportunity to extend their knowledge of their moving image heritage, develop their understanding of how these media work, and acquire the skills needed to explore digital creativity with moving images in a variety of media including Internet and multimedia.



**12. DCAL will continue to support the educational work of the NI Film and Television Commission and will continue to provide financial support to moving image education projects through the Commission.**





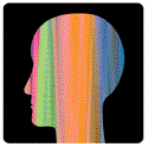
## Innovation and Enterprise



*think/create/innovate: The Regional Innovation Strategy for Northern Ireland* was published in June 2003 by an Inter-Departmental Working Group comprising all the NI Government Departments and Invest NI, and chaired by DETI. This strategy reflects the reality that in the modern global economy the relentless pace of change accompanying the unprecedented expansion of the high technology and communications sector has changed forever the way in which Northern Ireland can achieve competitive advantage. A modern economy is not driven by access to natural resources, physical capital and low-skill labour, but by the access to - and the quality of - its knowledge base and capacity to exploit it within the economic region.



Innovation and Creativity have become the key drivers of wealth creation and it is widely accepted that a high value-added, innovation economy is built on the skills base of its workforce, the quality of its R&D, and a thriving culture of innovation. Therefore, to address these needs, *think/create/innovate* has set out actions and targets to improve Northern Ireland's regional innovation system, based on the key features of a successful innovating region: intensive co-operation among firms; a highly skilled workforce; flexible work structures; a dense infrastructure of supporting institutions and organisations; a regional culture of innovation, and a cohesive approach coupled with proactive support from regional government.



*think/create/innovate* has been reviewed and evaluated following its first year of implementation. Monitoring indicates that at least 102 of the 106 targets will be completed within the general timescale identified, representing a 95% success rate. A new, two-year *think/create/innovate* action plan for the period September 2004 to August 2006 has now been developed to build on the success to date and to ensure that the coordinated and consensual strategic



approach to innovation across Government, business and academia is maintained.



In partnership with the other NI Government Departments, the universities, the FE colleges and the NI business community, DETI will continue to take the *Northern Ireland Regional Innovation Strategy* forward by focusing its efforts on the interface points between R&D, skills development, innovation and commercialisation, with particular focus on product & process development, and the adaptation/application of science and technology to the workplace. The experience of the first year of implementation suggests that a smaller number of clearly defined actions and targets is the way forward, and the priorities for the next two years will focus more on the areas of demonstrable significance to the region's competitiveness as an innovation economy.



Broadly these are:

- i. Disseminating knowledge and technology through the transfer of people between businesses, Government and HE/FE institutions;
- ii. Increasing the transfer and adaptation of new technologies to business needs, by encouraging supply push from the universities' research base, and by encouraging demand pull from the business sector;
- iii. Raising levels of awareness of networking opportunities across and between sectors and disciplines;
- iv. Developing stronger interregional collaboration and partnerships (both UK and EU) on the themes of R&D and innovation in order to develop new skills and to establish benchmarks for NI innovation and R&D performance against international best practice exemplars;



- v. Setting agreed technological and sectoral priorities, of highest future economic potential, on which to focus additional finances and resources.



*think/create/innovate* will continue to drive the innovation agenda in Northern Ireland over the next two years, taking cognisance of developments in UK and EU innovation and R&D policy as they arise, and monitoring the effectiveness of the process throughout. A further detailed review is planned for August 2006, when further relevant actions will be identified in collaboration with stakeholders and partners from all relevant sectors.



At sector and company level Invest NI has a multi-faceted approach to unlocking creativity within industry and business ranging from specific investment support for client companies within the creative sectors, to infrastructural and capability development support on a more general level to stimulate greater levels of creativity across all sectors of industry.



### ***Investment Support For Companies In The Creative Industries***

What constitutes the “Creative Industries” is much debated but the term is generally taken to mean those industries that generate copyrights, patents, designs or trademarks. For the purposes of the *Unlocking Creativity* strategy we are using the definition coined by the UK Creative Industries Task Force:



“Those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property”



Specifically we are referring to a set of 13 Standard Industrial Classifications (SICs). Research and analysis done in Northern Ireland over the past two years have suggested that it is useful to group these sub-sectors as follows:–





## ***The Creative Industries***

- ***Design Related Industries***
  - Architecture, Craft, Design, Designer Fashion
- ***Expressive Industries***
  - Music, Performing Arts, Visual Arts, Antiques
- ***Media and Information Industries***
  - Advertising, Film, Multimedia, Games, Publishing, Software, Television and Radio.



This list is not exhaustive.



The Creative Industries include some more traditional sectors such as advertising, design, music, film and even software development, however, increasingly the sector includes a range of new groupings of economic activity brought about by the convergence of previously unconnected “traditional” sectors catalysed and facilitated by technological innovation and the development of new communication platforms. Often referred to as digital content it will include computer games incorporating original music and film content; websites incorporating TV, animation and music, and interactive television over an internet platform.



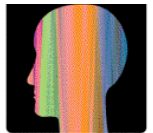
Invest NI client companies in the Creative Industries sector employ over 12,000 people in Northern Ireland, and have a combined turnover of £556m per year, (of which £166m is exported). The Creative Industries continue to benefit from higher than average growth rates and expanding global markets. In Northern Ireland they are set to be one of the major wealth and employment creating sectors over the next decade with growth rates of between 5% for non-digital and 30% per annum for digital sectors.



The communications revolution, increasing bandwidth and the advent of digital networks are creating global markets, multiplying outlets and increasing consumer demand. Such conditions will give rise to new emergent high potential industrial/commercial sectors with new markets and delivery platforms for new buyers using new business models.

The Digital Content Industry is one of the first such sectors that we have identified. The availability of digital technology is enabling the development of a whole range of new products and services. Accelerating deployment of the delivery mechanisms, including broadband internet access, will increase significantly the demand for digital content, particularly over the next five years. This will provide a range of opportunities for companies not only in the “traditional” content industries such as Film and TV but in new sectors such as e-Learning, digital publishing and even medical imaging. Such development will also provide opportunities for other companies providing technology for creation and distribution of content. The Digital Content Industry, while still at a relatively early stage of its development, is emerging as an important global market.

The further development of the digital Creative Industries sectors represents a significant opportunity for wealth and job creation in Northern Ireland, but the competitiveness of the local digital content sector will be a key priority if Northern Ireland is to share appropriately in this opportunity. While building the right business environment will undoubtedly include the development of the physical environment to ensure appropriate property, telecoms and finance provision, and the improvement of Invest NI’s business services, it will also include the development of new business models within the sector to target and win new contracts. Invest NI will implement a comprehensive strategy, to support and accelerate the growth of the sector, that will include the following key actions:





13. Support programmes for client companies in Creative Industries to ensure that the specialist business support infrastructure required by this growing sector is adequately addressed.

14. The encouragement of higher levels of new product development through a range of new initiatives including improved research/industry links; “proof of concept funding”; new funding structures for product commercialisation; and the transfer of new technology from the universities.



15. The promotion of greater networking and inter-industry links, both in Northern Ireland and internationally, through a wide range of activities including trade missions; exhibition events and trade development initiatives; and through specific programmes like the Strategic Alliance and Joint Venture programme.



16. The development of industry and business skills through increased support for in-company training provision, specialist development courses and the adoption of international best practise techniques within the commercial Creative Industries in Northern Ireland.



17. Invest NI, through its overseas offices, will work closely with Northern Ireland companies and universities through a planned programme of joint company visits, export sales support, and trade exhibitions and seminar opportunities to enhance international awareness of Northern Ireland’s capabilities, to build our reputation in the marketplace, and to attract additional inward investment.



## *Investment in film, television & new media*

One Creative Industries sector with particular potential for growth is film and television. In spring 2003 the Economy Minister announced a set of measures that would see Government support for the film and television industry in Northern Ireland more than doubling over three years. These include a commitment of £4.4 million over three years to strengthen and stimulate the development of the sector and an additional £5.5 million over the same period to establish a new film production fund, the focus of which will be to increase the volume and value of film production in Northern Ireland. Invest NI will work closely with the NI Film and Television Commission to:

18. help build a number of world-class, competitive production businesses in NI through a new Company Development Programme and a new Business Development Programme;
19. attract films, television drama and other high value productions into NI;
20. support local independent television producers and assist them to gain more commissions from network broadcasters;
21. ensure wide access to development opportunities by all NI producers, irrespective of their current size, by means of a Product Development Fund for television, animation and digital media, operated on a loan basis, and
22. encourage local business to invest by increasing awareness of UK tax incentives for investors in the film industry.

The development of comprehensive and robust performance information for the Creative Industries sector will be required in order to establish accurate baselines and set longer-term targets. The UK Department of Culture, Media and Sport (DCMS) has



produced an evidence toolkit for collecting information about the cultural sector, including the Creative Industries. DETI Statistics Branch will use this methodology in deriving a set of statistics from their current surveys for the Creative Industries, and will provide updated data when requested for monitoring purposes and to help inform assessment of the effectiveness of this action plan.

In the shorter-term Invest NI's key growth targets for the Creative Industries sectors to year-end April 2005 are:

23. Investment support to the value of £4.5m to leverage an additional £14m of private sector finance to support strategic growth in at least 45 digital sector client companies.
24. To encourage an average 10% growth rate among client companies in key economic indicators such as turnover and export sales.
25. In addition Invest NI will invest a further £2.8m in the film and television sector through the various programmes operated by the Northern Ireland Film and Television Commission.

Invest NI recognises that the task of unlocking creativity in business is not confined to companies operating specifically within the Creative Industries sectors and as such operates a number of additional support initiatives that incorporate clients from all sectors of commerce and industry.

### ***Increasing Innovation And Creativity In Invest NI Client Companies Across All Sectors Of Industry***

There is no doubt that Northern Ireland's R&D and innovation processes have improved immensely over the past decade. There are tangible examples of a strong consensual commitment involving public, private and academic sectors to build on this success. Between 1999 and 2001 there was a remarkable 45% increase in





business expenditure on R&D in Northern Ireland. New policy measures like *think/create/innovate* and new infrastructural investments like the Northern Ireland Science Park and the RTD Centres of Excellence and progressive new initiatives like the Higher Education Innovation Fund will help to continue this recent upturn.



But Northern Ireland still has challenges to face if it is to become a truly competitive and innovative regional economy. Innovation, by its very nature, is always demanding new approaches and new ideas, so all the social and economic partners must be committed to addressing the remaining weaknesses in the innovation system to enhance a local culture of entrepreneurship and enterprise, and to ensure that the region has a workforce with the skills necessary for a knowledge economy. Every sector has a role to play in contributing to an innovation system that is flexible, adaptable, and suited to harsh competition in the global marketplace.



The stimulus for innovation can come from various sources, for example changing needs of markets and the customer base, customer responsiveness to goods and services, as well as competition. This is offset by a number of key constraints to innovation, namely, availability and/or cost of consultants and designers, access to finance, the overall UK cost of doing business and the fact that most companies regard innovation as a cost and measure it as such.

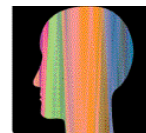


Invest NI is committed to the promotion of innovation in all its aspects, to stimulate higher levels of R&D and to improve knowledge transfer. A survey of 38 client case studies completed between February 2003 and April 2003 indicated that most companies saw a requirement to improve their innovation processes in the following ways:



- better formal processes – to assist marketing/opportunity evaluation and provision of better controls to ensure development stays on budget and within timescales





- greater external inputs to the evaluation of innovation requirements
- more visible processes and better communication to the rest of the workforce
- better systems for ideas capture and knowledge management emanating from the development process in general



The promotion and delivery of innovation has been the focus of a number of Invest NI initiatives.

### ***Innovation Pilot***

Nine client companies have now completed a pilot innovation programme consisting of targeted seminars, assessments, identification of priorities and the development of individual innovation action plans for each company.



The conclusions of an independent review of the Invest NI innovation pilot confirmed that:

- a) There is a market need for Invest NI to promote and encourage innovation and creativity in all its aspects.
- b) A sound approach to developing innovation in companies is to:
  - Identify and assess their areas of strength in innovation and their areas for development; and
  - Facilitate the development of the priority areas with expert advice



## ***Innovation and Creativity Seminars and Conferences***

A number of seminars and workshops on Innovation and Creativity have already been held in Northern Ireland that cut across a wide range of commercial and industrial sectors including:

- **The Innovation Awareness Seminar** – a joint venture between Invest NI and DCAL with representation from over 100 companies.
- **The Win Wenger Creativity Workshops and Masterclasses** – with Dr Wenger, an international authority in the field of creativity and creative method, focusing on the creative power of the human mind and its role in stimulating creativity and competitive advantage.
- **A Call To Action** – an international innovation conference attended by over 250 delegates.

Based on the success of such initiatives, Invest NI has determined the following course of actions to provide ongoing support to the development of creativity across all of its client companies:

- Promote creativity in Northern Ireland businesses via conferences, including the “Innovate for Profit” series of events being held throughout 2004, and the provision of relevant support networks.
- Develop an Innovation Service programme to support the use and effectiveness of innovation within Invest NI client companies.
- Assist the innovation community to be more outward-looking, to learn from best practice elsewhere and to exploit opportunities for international collaboration with four “Best Practice” seminars to be held in Northern Ireland by December 2004.



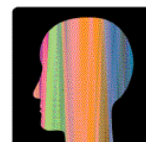


- Support programmes to enable client companies to increase profitability and/or revenue through building effective innovation capabilities that will lead to:
  - new or improved products and services
  - new markets
  - new or improved processes
  - new or improved business models



Invest NI's Innovation Services will deliver the following outcomes for participating companies by April 2005:

**26. Completion of 100 Company Development Programme projects.**



**27. Ensure the full implementation of the Innovation Plan for more than 60% of participating companies.**

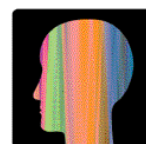
**28. £10 million increased profits attributable to Invest NI interventions through the use of the Innovation Service and related services.**



**29. £7.5 million new business attributable to Invest NI business interventions.**

## **Design**

Design has a key role in strengthening the competitiveness of Northern Ireland industry and its ability to generate wealth. Given the importance of design as a potential competitive tool within local business, Invest NI will develop a focused Design Action Plan to take forward those areas which align with its aims and objectives and its response to the *Northern Ireland Regional Innovation Strategy; think/create/innovate*. The plan, consistent with the





importance of the Creative Industries sector generally, will include development of the design sector, recognising the potential of these knowledge based creative businesses to export their services and provide a strong resource to Northern Ireland businesses.



The action plan will focus on four areas designed to mutually support and reinforce each other: Design Awareness; Design Advice; Design Capability and Design Knowledge.



Design Awareness will promote the strategic importance of design and demonstrate how design, when integrated into the business process, can add value and differentiate products and services, build brands and communicate a company's message and values. The plan will address a series of lectures, strategic alliances with business organisations and the UK Design Council, and best practice.



Provision for design advice and information will be intensified. This will include further development of the comprehensive set of networks from both within Northern Ireland and beyond to access the appropriate width and depth of expertise.



Advice will range from project specific assistance to broader strategic issues such as design management; consultant selection; materials; trends; partnerships and supplier linkages and intellectual property. The Design Development Programme (DDP) will be expanded and a new programme for larger SMEs will be launched. The latter will address additional issues such as cross company team working and the management of multiple development projects.



In parallel and to assess design capability, a design benchmarking tool will be developed. When operational this will identify potential companies for the design programmes. To develop the capability of the design sector, consultancies will be encouraged to collaborate together and mechanisms will be developed to encourage designers to realise their potential.



It is also vital that Northern Ireland businesses have access to knowledge on international best practice and latest thinking in design. To achieve this Invest NI's networks with design support organisations and professional design bodies will be maintained and strengthened. These include the UK Design Council, GB & ROI design support agencies and the development of European and international links.



Invest NI will also continue to provide information to business and designers in fashion design, colour and lifestyle trends including analysis and interpretation. The knowledge will be maintained through gathering of information and resource materials at international shows and retail outlets.



Invest NI's Design Group will deliver the following outcomes for participating companies by April 2005:

- 30. Advice to 60 companies in the Creative Industries sectors and to 150 companies across all sectors.
- 31. Support 35 companies on the Design Development Programme.
- 32. A study tour for local designers to view best practice.



Other key Invest NI actions and targets for the development of creativity in industry include:

- 33. Stimulation of £20m of additional private sector investment in R&D.
- 34. Provision of support for 40 new companies developing R&D programmes.
- 35. Promotion of greater knowledge transfer from universities through 30 knowledge transfer projects.



36. Financial support for 1,000 companies to obtain broadband telecommunications access.

37. Assistance to 600 companies to improve internal ICT systems.

### ***Labour Market Research***

The Northern Ireland Skills Task Force has been given the task of overseeing strategic labour market research. Working with the priority skills unit within NI Economic Research Centre the Task Force has commissioned and completed skills forecasting research across a number of skills priority areas. At least two of those projects impact on creativity (ICT software and electronics) but there is a need to better understand the potential skills needs of the creativity sector. Government at the UK level has developed a sectoral approach and is encouraging the establishment of Sector Skills Councils. The Council encompassing creativity areas is expected to be established at national level by January 2005. The Sector Skills Council will play a role in helping determine skills needs and responses for the sector working closely with the local relevant sector training councils.

38. DEL, with DETI, Invest NI and DCAL, and working with the NI Skills Task Force and relevant Sector Skills Council(s) will identify, maintain and articulate Creative Industries labour market information, skills development needs and market trends. DEL, with the agreement of the NI Skills Task Force will carry out sector labour market research by October 2004.

39. The partnership will also drive the development, implementation and review of a Workforce Development Strategy for the Creative Industries in NI. The strategy will be agreed by March 2005 following from the labour market research project above.



## ***Learning and Skills***

The successful development of a Creative Industries sector will depend, in part, on the availability of people with the skillsets required to sustain and grow companies as they are established and expand. Those skills include sector and occupational skills as well as the “soft” skills ranging from competent management, customer service and business knowledge to problem solving and sound foundation skills. In that context Departments and the industry will work together to address the issues.

## ***Creativity in University Research and Research into Creative Activity***

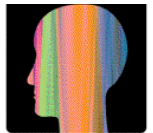
Research conducted by the Northern Ireland universities is a fundamental building block in the innovation edifice and, in terms of the definition of creativity used for the purposes of this document, is an expression of creative thinking applied to concrete problems. Around 40% of research in Northern Ireland is carried out by Queen’s University, Belfast (QUB) and the University of Ulster (UU), placing the higher education sector at the heart of the innovation system. This central role has long been recognised and this recognition recently expressed through increased recurrent funding for university research (an increase of £10m from 2003/04) and through the introduction of, particularly, the £94m Support Programme for University Research (SPUR).

SPUR operates as a 50/50 public/private initiative and has resulted in the foundation of six research centres of excellence through phase one (2001 to 2005), with a further seven such centres being supported through phase two (2003 to 2007). The focus of SPUR is on increasing the amounts of interdisciplinary research conducted in Northern Ireland capable of competing with the best in the world and on the development of the universities’ strategic approach to research.



Three SPUR projects will be of particular interest to the Creative Industries:

- The £4.8m Sonic Arts Research Centre at QUB has the aim of conducting cutting-edge research into music technology and its applications, uniting the fields of musical composition, signal processing, internet technology and digital hardware. The centrepiece of the project is the Sonic Laboratory, which will provide the flexibility for experiments in sound diffusion and composition to be carried out in a purpose-built, variable acoustic space: a “cinema of the ear” consisting of over 60 loudspeakers. The research team of around 20 people will investigate experimental composition and performance, as well as music hardware and software applications such as haptic tools for people with disabilities.
- The £9m Centre for Research in Art, Technologies and Design (CREATED), based at the Belfast campus of the University of Ulster, involves two clusters of excellence: research in textiles, including textile art, design and technology and research in fine art into place and time. CREATED will engender exciting collaborative possibilities, both internally and externally, such as fine art and cinematography, and textiles and the built environment. The centre will shift the study of fine arts in the direction of contemporary cultural studies and will break down boundaries between students of production in different media. CREATED will establish a distinct research culture, while recognising the context of its location in Belfast.
- The £3m UU Centre for Media Research is located in Coleraine and focuses on research in four main areas: History and Archive; Film and Photography; Media Policy; Cross-Cultural Film and Media Studies; and Digital Cultures, Creativity and Pedagogy. The Centre’s research will share a common concern to test conventional approaches to the study of the media, cross



disciplinary boundaries and encourage new applications and uses for media research. The University of Ulster has pioneered the development of Media Studies in Ireland and the UK, while the Media Studies team is also the research leader within its field in Ireland and ranks in the top ten within the UK.



## ***Creativity in Further Education***

The Further Education sector has a significant contribution to make, both to developing individual creativity and contributing to economic development. The FE colleges are well known for their part-time provision in creative arts in areas such as Calligraphy, Art, Photography, Interior Design, Embroidery and Home Furnishing. The following indicate the range of innovative ways in which the FE sector contributes to making Northern Ireland a creative region.

The North Down and Ards Institute has devoted significant resources to develop provision for a wide range of multi-media, including Music, Arts, Drama and Software Design and Development. This provision includes, the First Diploma in Performing Arts, Ordinary National Diploma in Popular Music, an Ordinary National Diploma in Music Technology; and a Higher National Diploma in Applied Music, all of which are supplemented by regular workshops from visiting artists and performers. Workshops take the form of informal talks/lectures, as well as hands-on participation by students or a professional performance by the visiting artist(s).

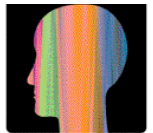
During 22nd –27th January 2001 media and music students from North Down and Ards Institute broadcast from their own radio station, XLFM 106.2FM to the entire Bangor area. Music students from the Institute have performed at ice hockey matches held at the Odyssey Arena, Belfast, with their band entitled “The Rhythm Crew” providing a mixture of Brazilian, Cuban, and African music. This has provided students with the opportunity to perform in front of a large live audience on a regular basis. The Institute is also one of two providers of the New Deal for Musicians.

The Institute has acquired the NI Centre for Learning Resources (NICLR) at Stranmillis, and has significantly updated the facilities to provide a modern production studio. The studio is currently fulfilling a contract for CCEA and Ulster Bank to make training videos (there is also an outside broadcast unit). This will provide students with good opportunities to demonstrate initiative, creativity and originality. There are also well-advanced plans to develop an incubation unit in an industrial park. The unit will provide a TV studio, multi media facilities, and a business office (run by the staff and students of the Institute) which will provide support for new/young businesses and encourage innovation. Placement and employment opportunities will be provided for students. The Institute has also recently been awarded Centre of Excellence status in Software Engineering.

The North West Institute of Further and Higher Education offers a wide range of provision which gives students the opportunity to pursue careers in the Arts and Creative fields. They offer courses in Textile Design, Interior Architecture, Graphics and Music production to name a few. Some students have gone on to achieve leading positions in the world of design and the college itself has gained acclaim in Music and the Performing Arts. The institute has recently been awarded Centre of Excellence status in Software Engineering.

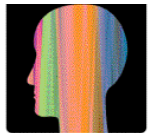
In September 2003 the Newry and Kilkeel Institute of Further and Higher Education opened a newly refurbished block designed to integrate Art, Design and Multi Media with Engineering. This is an innovative approach to teaching Engineering and Art which is planned to encourage engineers and artists to think creatively and apply aesthetic/engineering principles as part of the design stage.

Limavady College has developed a particular specialism in Art and Design and provides training which leads students to further study and employment in a wide range of Creative Industries such as Scenic Design, Jewellery Design, Engraving and Animation.



The Upper Bann Institute offers a National Diploma in Furniture which has been running for 10 years. The work they produce ranges from abstract pieces of highly stylised sculpture to unique and creative pieces of household furniture. Reproduction and restoration are also part of their portfolio.

40. DEL will explore how Further Education and other providers can effectively deliver industry-relevant learning and skills to micro-businesses in NI across industrial sectors, through
  - a. DEL funding current pilot work to help Colleges support SMEs in innovative ways, especially using e-learning. This initiative will be extended to all colleges throughout 2004;
  - b. work-based learning including Learndirect, e-learning, FE programmes, Modern Apprenticeships;
  - c. Management and Leadership Network and Management Development Bursaries; and
  - d. the implementation of the recommendations in the FE Strategy document.
  
41. DEL will continue to embed creativity, employability, adaptability and entrepreneurship in all aspects of curriculum development and review. DEL will specifically address these issues in the implementation of Further Education strategy following the consultative process.
  
42. DEL will pilot and disseminate good practice; explore innovative ways of delivering and financing learning in the Creative Industries, and ensure that supply is industry-relevant and demand-led.
  
43. Following the completion of consultation on the FE review DEL will re-examine strategies for creating centres of excellence in the colleges and subject to policy confirmation will, as a priority, assess the need for a Creative Industries centre of excellence by 2005.





## ***Establishment of a Craft Development Unit***

It has long been recognised that the crafts sector in Northern Ireland represents an untapped resource, both culturally and economically. Earlier interventions by a range of agencies have had little strategic or long-term impact. A key reason for this has been the lack of an integrated inter-agency strategy for the sector, which is mirrored by the absence of an organisation to provide advice, advocacy and direction. Where the crafts sector in the Republic of Ireland is perceived as vibrant and exciting and is recognised as a major contributor to the social, economic and cultural fabric of the country, the sector in Northern Ireland is often seen as lacking direction, quality and creativity.



Further to the Blueprint Development Consultancy *Review of the Crafts Sector in Northern Ireland* (2001), the Arts Council of Northern Ireland initiated a process intended to develop a strategic framework for the support and long-term development of the sector. With support from the Creativity Seed Fund, a business plan for a Craft Development Unit (CDU) was written in 2002. Following consultation with a wide range of potential stakeholders to ensure maximum buy-in to this initiative, the Arts Council has worked to establish this organisation. The CDU will provide a platform for the development of inter-agency strategy and policy for sectoral development. This, along with networking and signposting functions, is intended to provide an integrated approach to craft development.



**44. The Arts Council has established, as a separate and independent organisation, a Craft Development Unit. Its executive was in place by September 2004.**



## ***Support for the Individual Artist***

The artist is at the centre of the creative process. The combined achievements of contemporary artists are a potent symbol of the burgeoning creativity of the region.



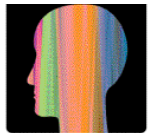
Making Northern Ireland a place where artists choose to work and live is viewed as important not only because artists work at the cutting edge and we need to find ways to encourage and support their creativity, but also because their endeavours bring distinction and can have a transforming effect within communities and upon society. Support for the individual artist is crucial as it places the primary emphasis on artistic development. Many opportunities are available for employment of artists in reaching new audiences and engaging with different communities of interest. Commissioning opportunities exist in areas such as public art, musical composition and script writing and the Arts Council assists this under its New Work Scheme.

Following a historical review of the mechanisms for supporting the individual artist, the Arts Council embarked on a course, through its five-year plan, to significantly increase the number and value of awards it makes to support and maintain artists. In its five-year arts plan, the Council has a given priority to extend opportunities for artists to develop their work and practice. It does this directly by awarding grants to artists and to help talent develop, but also indirectly through training and travel awards.

As an expansion of its systems of support for the individual artist the Council has developed a new wider-ranging programme which includes schemes in areas such as Artists in Education, Arts and Disability, Artists in the Community, Arts Criticism, Arts and Artists Abroad, North South Touring and International Artists' Profile.

The new expanded Support for the Individual Artist Programmes aims to increase opportunities for artists working to the highest standards in innovative ways by:

- Increasing employment opportunities for artists
- Extending provision of professional development and training





- Increasing the profile of artists at home and abroad

The Arts Council has successfully completed the following action points:

45. Improve its knowledge of the training needs of artists by July 2004



46. Develop and pilot an interactive induction/training programme for artists working in schools through Creative Youth Partnerships by August 2004

47. Produce a CD of Northern Irish composers, to be used as a promotional tool by the British Council and others for completion by March 2004



48. Review existing commissioning practice and produce best practice commissioning guide for new work by February 2004





## Connecting

### *Online Box Office/Audience Development Agency*

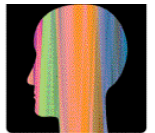
One of the major difficulties in NI in terms of strengthening the arts infrastructure and increasing audiences for the arts – two of the strategic priorities of the Arts Council – has been to stimulate public attendance at arts events and thus help enhance the sustainability of the arts sector through increased income streams.

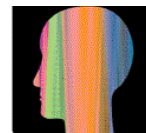
The Arts Council has been investigating and researching this important field of audience development since 1999 and has commissioned a number of reports which recently culminated in the production of an Economic Appraisal and Business Plan for a proposed audience development agency for the arts incorporating a NI-wide integrated on-line box office system.

Some funds have now been ring-fenced to provide a basis for the establishment of the Audience Development Agency and box office, but it has taken time to bring the arts sector into an understanding of the costs and implications involved in this concept. It is only recently that new technological improvements in IT systems have made it possible to envisage an online box office system compatible with the many and diverse needs and demands of the arts sector. Central to this proposal is provision for training and marketing support for arts organisations in order to maximise the advantages of such technology.

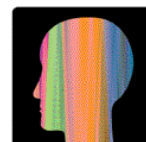
The Arts Council and DCAL are now examining funding options to secure the establishment of an arts marketing agency with the essential component of an online box office system. Together this will:

- create an effective infrastructure

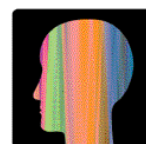




- deliver relevant arts marketing services to meet the affordable needs of arts organisations
- obtain synergies and efficiencies by drawing arts organisations together into collaborations on campaigns and joint activities
- achieve long term objectives for audience development
- develop the skills and competences of arts marketing practitioners
- build market intelligence on local behaviours and enable cost effective marketing
- enable targeted investment in audience focused activities
- ultimately, address issues or underachievement by arts organisations
- provide a central system of ticket distribution for any venue/event in NI
- provide audience profiles and audience attendance data from venues across Northern Ireland



**49. DCAL and the Arts Council will begin implementation of the online box office initiative and establish an Audience Development Agency by September 2004**



## ***Policy on Architecture and the Built Environment***

In November 2000 the Council of the European Union adopted a resolution on architectural quality in urban and rural environments. This resolution calls on the European Commission and Member States to initiate action in a number of specific areas, viz:-

- intensify their efforts to improve the knowledge and promotion of architecture and urban design;
- make contracting authorities and the general public more aware of and better trained in the appreciation of architectural culture;
- improve architectural quality by means of exemplary public building projects; and
- foster exchange of information and experience.

Consequently a number of Member States, including the Republic of Ireland and Finland, have developed a Policy on Architecture; each reflecting their own national needs and aspirations. In Northern Ireland, the Arts Council published its policy on Architecture and Public Art in January 2003 following extensive consultation. The policy document, which was widely welcomed, called for a cross-departmental Government policy on architecture that will promote design excellence at every opportunity, not least in projects developed at public expense.

A cross-departmental seminar was held in Belfast in October 2003 with the aim of initiating a process leading to the establishment of a Policy on Architecture and the Built Environment for Northern Ireland and consequently, the development and implementation of a Programme for Action.



The consensus at the seminar was that the public sector should aim to lead by example, incorporating design excellence in the buildings for which it is responsible, thereby helping to improve our built environment and enhance our public spaces.



Recent examples of projects which have participated in international competition include the Lyric Theatre and the Visitors Centre at the Giants Causeway.



**50. DCAL, in association with Central Procurement Directorate, DFP, will secure an agreed Government policy on architecture and the built environment in Northern Ireland by March 2005.**

### ***Unlocking Creativity Showcasing Events***



The *Unlocking Creativity* conference in March 2003 drew participants from a very broad constituency, spanning the fields of learning, the Creative Industries and business more generally, the arts and the social economy. The strength of interest that was clearly apparent, and the range of stakeholders, highlighted the need for the Government Departments to engage more effectively with other parties. The conference also illustrated – as conferences often do – the value of networking, for exchanging information and for germinating ideas. Another related issue is the need to showcase projects and to disseminate ideas and information to a wide audience.



**51. DCAL, DE, DEL, DETI and Invest NI will organise each year a major event to showcase creativity in learning and enterprise and facilitate the exchange and dissemination of good practice and new ideas and will also examine opportunities to use technology, including a website.**



## Conclusion

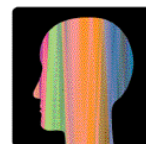
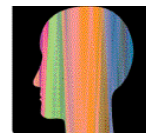
In November 2000 we launched the first *Unlocking Creativity* document, *A Strategy for Development*. It was a recognition of the major social and economic transition that Northern Ireland is facing, and illustrated a prime example of Government working together with the aim of developing the creative and cultural resources of its people to the full.

The task set was to create policy based on broad consensus and identify the most effective strategies with which to develop and implement that policy. The purpose and thrust of the document and debate in *Unlocking Creativity* was to be inclusive and thereby create a unity of purpose across a range of disparate sectors and communities, all of which are vital to the fulfilment of its vision.

*Unlocking Creativity - Making It Happen*, published in June 2001, built on this body of knowledge and while many of the key principles and arguments that informed the drive towards a more creative society remain as set out in the original document, the consultation process highlighted the need to refine the ideas and concepts and for the strategy to be presented within a realistic structure that inspired stakeholders.

The conference arranged in March 2003 was part of the ongoing commitment to encourage dialogue and debate with key stakeholders and involved people drawn from business, education and the arts. Its aim was to:

- take stock of progress made since the publication of *Unlocking Creativity – Making It Happen*;
- refresh and renew the strategy by identifying and discussing priorities for action over the next 3-5 years.



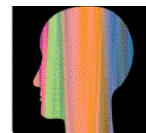
What emerged from this initial contact and the full consultation process was a clear view from across this diverse sector that the principles of the strategy remain sound; that Government Departments, NGOs, businesses and individual artists need to continue to work in partnership to promote creativity not just in the arts and the Creative Industries but across the whole spectrum of social, educational and economic activity in Northern Ireland.

*Unlocking Creativity: A Creative Region* is the culmination of this latest engagement with the sector and is very much a working document which provides a robust framework with agreed key priority actions co-ordinating efforts across Government Departments and beyond to enhance creativity.

The actions are diverse, but each plays a vital part in the creative continuum that must be built and maintained if Northern Ireland is to realise fully its creative potential and be universally recognised as *A Creative Region*.







## Further Reading and Selected Websites

*All Our Futures: Creativity, Culture and Education* - the report of the National Advisory Committee on Creative and Cultural Education (DFEE, 1999)



*Architecture and the Built Environment – Policies, Strategies and Action* (Arts Council of Northern Ireland, 2003)

*At the Creative Edge: Developing the Creative Industries* (The Nerve Centre, 1999)

*Blueprint, Creative Industries Scoping Study* (LEDU, 2000)

*Corporate Strategy 2001 - 2004* (DCAL, 2000)



*Entrepreneurship and Education Action Plan* (DE, DEL, DETI, 2003)

*Face to Face - A Vision for Arts and Culture in Northern Ireland* (DCAL, 2001)

*Image and Imagination* - Writing from the Making Space Conference (Stranmillis Press 2003)

*Multimedia Ireland: Realising the Potential* (Forbairt, 1998)



*New Media in Northern Ireland: A Benchmarking Analysis* (Northern Ireland Interactive Multimedia Association, 2000)

*Opening Up the Arts: A Strategy Review of the Arts Council of Northern Ireland* (Anthony Everitt and Annabel Jackson, 2000)

*Out of Our Minds - Learning to be Creative* (Ken Robinson, 2001)

*She Danced...and We Danced* - Artists, Creativity and Education (Hamish Fyfe, 2002)



*Strategy 2010* - the Report by the Economic Development Strategic Review Steering Group (DED, 1999)

*The Arts and the Northern Ireland Economy* (John Myerscough, Northern Ireland Economic Council Research Monograph 2: 1996)



*think/create/innovate: Northern Ireland Regional Innovation Strategy* (DETI, DEL et al, 2003)

*think > do > achieve: Accelerating Entrepreneurship Strategy* (Invest NI, 2003)

*Their Future in Our Hands - Proposals for Key Stage 4* (CCEA, 2001)

*Unlocking Creativity: A Strategy for Development* (DCAL, DE, DETI, DEL, 2000)

*Unlocking Creativity: Making it Happen* (DCAL, DE, DETI, DEL, 2001)

*Vision of the Way Ahead* (UFI, 2000)

[www.dcalni.gov.uk](http://www.dcalni.gov.uk)

[www.deni.gov.uk](http://www.deni.gov.uk)

[www.delni.gov.uk](http://www.delni.gov.uk)

[www.detini.gov.uk](http://www.detini.gov.uk)

[www.investni.com](http://www.investni.com)





## Glossary

ACNI	Arts Council of Northern Ireland
CBI	Confederation of British Industry
(NI)CCEA	(Northern Ireland) Council for Curriculum, Examination and Assessment
CDU	Craft Development Unit
CREATED	Centre for Research in Art, Technologies and Design
CSF	Creativity Seed Fund
DCAL	Department of Culture, Arts and Leisure
DDP	Design Development Programme
DE	Department of Education
DETI	Department of Enterprise, Trade and Investment
DEL	Department for Employment and Learning
ELB	Education and Library Board
ETI	Education and Training Inspectorate
EU	European Union
FE	Further Education
GB	Great Britain
GDP	Gross Domestic Product
HE	Higher Education
ICT	Interactive Computer Technology
IDWG	Inter-Departmental Working Group
NGO	Non Government Organisation
NICLR	Northern Ireland Centre for Learning Resources
NIFTC	Northern Ireland Film and Television Commission



<b>PQH</b>	Professional Qualification for Headship
<b>QUB</b>	Queens University Belfast
<b>R&amp;D</b>	Research and Development
<b>ROI</b>	Republic of Ireland
<b>SEELB</b>	South Eastern Education and Library Board
<b>SELB</b>	Southern Education and Library Board
<b>SIC</b>	Standard Industrial Classifications
<b>SME</b>	Small and Medium Enterprises
<b>SPUR</b>	Support Programme for University Research
<b>UK</b>	United Kingdom
<b>UU</b>	University of Ulster
<b>WELB</b>	Western Education and Library Board







## Responses to Consultation

Name	Organisation
Mark Bailey	Armagh Observatory
Dennis Grieg	1 Ballysillan Drive, Belfast
Carol Moore	NI Equity Committee
James Knox	The Rainbow Project
Aine Dolan	Dungannon & South Tyrone Borough Council
Heather McGuiken	Northern Ireland Museums Council
Gerry McGinn	Department of Education
Peter McNaney	Belfast City Council
Richard McMinn	Stranmillis University College
Joe Boyle	Belfast Institute of Further and Higher Education
Rosemary Rainey	Women's Forum Northern Ireland
Gail Prentice	North Down Borough Council
Arthur Webb	Belfast Education and Library Board
Brendan McGoran	Belfast City Council
Colin Jack	Office of the First Minister and Deputy First Minister
Elizabeth Bicker	Echo Hall
Denis Wolinski	OFcom
Colm McGivern	Workers Educational Association
Tom Hesketh	Regional Training Unit
Paul McGill	Northern Ireland Council for Voluntary Action



## Name

## Organisation

Mick Davies	National Society for Education in Art and Design
Jan Irwin	County Down Crafts
Ian Montgomery	University of Ulster
James Kerr	Verbal Arts Centre
Heather Floyd	Community Arts Forum
Geraldine Alexander	NI Public Service Alliance
Russell Connolly	Ordnance Survey Northern Ireland
Sean Bresnahan	St Mary's, Limavady
Vicky Kell	Invest NI
Pete McVeigh	British Telecom
Judith Cross	Equality Commission
John Connolly	National Endowment for Science Technology and the Arts
Jennifer Kerr	Memsis
Paula McFetridge	Lyric Theatre
Steve Dahlberg	Creative Education Foundation
Anne Molloy	Social Economy Agency
Vine Haugh	Southern Education and Library Board
Helen Osborn	Association of Chief Librarians
Brenda Kent	Voluntary Arts Ireland
Allan Leonard	Alliance Party
Ruth Parkin	Department of Foreign Affairs
Dermot O'Doherty	InterTradeIreland
R.J. Crawford	Queen's University Belfast
Eamonn McCartan	Sports Council Northern Ireland
Marianne O'Kane	The Pushkin Trust



**Name**

**Organisation**

G. Irwin

North Eastern Education and Library Board

Paul McAlister

Education and Training Inspectorate

Noel Sheehy

Queen's University Belfast

Monica Wilson

Disability Action

