

DRAFT

**GALWAY CITY COUNCIL
ARTS STRATEGY**

Confidence in the Arts

2010-2013

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Confidence in the Arts

There is now much talk of the paradox of thrift, whereby the rational choices of individuals can prove collectively ruinous, and the need for government to counteract the inherently anarchic tendencies of markets... the state of the economy depends on the level of confidence we feel about the future¹...

“We need to put the arts central to the national economic recovery and we need to look at the arts as important for Ireland’s reputation abroad”²

¹ London Review of Books, 19 November 2009 We Simply do not know! John Gray, *Animal Spirits: How Human Psychology drives the economy and why it matters for global capitalism*

² Mary Cloake, Director of the Arts Council, The Theatre Forum Ireland 2009 Annual Conference in Wexford Opera House, Thursday 11 June.
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The arts add to our interpretation and understanding of the world around us. They offer a place to communicate with others and broaden our collective horizons. They can offer insight in defining and redefining our identity and our sense of ourselves both individually and collectively.

The arts bring interest and intensity to our lives and our cities, they are a source of pleasure. They also have a role in challenging the dominant discourses of a place and people, with the potential to offer entertainment and time for reflection and relaxation.

The arts have intrinsic value, play a role in the social and cultural life of Galway city and contribute to the economic development of the city.

Key achievements

DANCE

Tanya McCrory, Dancer in Residence

A major three-year residency where Tanya developed the sector, organised classes and workshops led by herself and guest dancers, choreographed and presented performances, liaised with other organisations, founded a dance library of books and videos in the City Library, ran an information network, promoted visiting dance companies in the Town Hall Theatre and Black Box and organised specialist workshops with their dancers.

“Moments of Beauty” residency with Bernadette Divilly

A continuing residency in movement and dance, primarily, but including other artforms. Looking at the aesthetics of modern urban living in terms of how unexpected, perhaps unearned or happenstance moments of joy and delight impinge upon our lives. Celebrating a city in its manifest forms through ritual, devised pieces and improvisation, featuring workshops and open sessions. Primarily based in Galway City Museum but also in other venues, including informal, open air cityscapes as well as Galway Arts Centre .

THEATRE

Nuns’ Island Studio

City’s purchase and refurbishment of Nuns’ Island Studio, Galway’s original arts centre, formerly a Presbyterian church, now a busy performance space for emerging theatre companies and experimental theatre, home to Galway Youth Theatre and Galway Theatre Festival.

Theatre Artist in Residence - Littlejohn Nee

An innovative residency featuring legendary Galway-based playwright, composer, musician and performer Littlejohn Nee. Concentrating on “The Nuts and Bolts of Production” it focused on mentoring emerging theatre practitioners (amateur, community, professional) in production issues ranging from lighting and sound to marketing and finance. A series of lectures programmed by John and held in the Town Hall Theatre included inputs from experienced practitioners including Trevor Knight, Tania Banotti and Fergal McGrath.

COMBINED

Culture Night 2008, 2009

The origination, overall organisation, marketing and promotion of Culture Night in dozens of venues throughout the city, working with most of the city's culture providers on a programme offering free, accessible arts experiences for all.

LITERATURE

Ursula Rani Sarma residency

A residency by one of Ireland's most exciting playwrights, featuring work with late teens on theatre writing, a programme of prose workshops in the Westside Library and Galway city libraries, the publication of "Firewords", an anthology of new creative writing from Galway, directly encouraged by the residency and a Firewords Award for outstanding new Galway writing.

Michael O'Loughlin residency & City of Strangers publication

A three year residency in poetry and prose with established major writer Michael O'Loughlin. Based in Ballybane Resource Centre and working throughout the library system and with the Arts Centre and other cultural spaces Michael offered workshops, classes, advice sessions, readings and special events. Highlights include the anthology "Galway City of Strangers" featuring new writing from Galway immigrants and emigrants, contemplating Galway's shifting populations and their experiences, the celebration of National Poetry Day in Galway with gala readings, a schools programme and an Eyre Square Poetry Prize.

Poetry and prose plaques project

Celebrating great writing on Galway city, the project features prose and poetry cast into bronze plaques and erected for public edification, delight and enlightenment in parks and playgrounds. Seamus Heaney's "Girls Bathing, Galway 1965" initiated the project on Salthill Promenade, followed by Louis MacNeice wartime elegy on Nimmo's Pier, Walter Macken's reflection on the Claddagh, Máirtín Ó Direain's Fear na Lasraí and a children's poem by Roger McGough at the Millennium Playground. Each plaque was unveiled as part of the Cuirt festival.

Mervue PCAS poems by Michael O'Loughlin

Poet Michael O'Loughlin wrote a series of poems to profile the residents of Mervue who had posed for portraits by Christopher Banahan as part of a Per Cent for Art scheme. Michael's suite of poems, his first new collection in twelve years, mused on the lives of archetypal Galwegians, complementing the artworld with gritty insight.

PARTICIPATIVE ARTS

Kevin Whelan Residency with Mervue ARA

Award-winning Galway author Kevin Whelan worked for a year with Mervue Active Retired Association's writing group on a collection of memoirs and creative writing pieces that were published as "Writer's Block". Though all the writers were published for the first time, the book was well received for its good literary qualities.

Sonas Day Centre Projects

Community arts collective led a visual arts project with and for the drop-in users of the Sonas Centre in Mervue, culminating in an exhibition in City Hall and an exhibition and skills exchange with the equivalent artists of Comhra na nAosach on Inis Oirr. There is now a strong rapport between the two cohorts of artists.

FILM

I-D Community Film-making Project 1999 – 2009

For ten years Galway City Arts Office and the Galway Film Centre have promoted ID Films, empowering communities to tell their own stories in documentary film format. Rather than becoming the subject of another's perception and film-making the ID participants learn to make the films themselves in intensive workshops run by the Film Centre. Armed with skills ranging from storyboarding to scriptwriting, cinematography and sound design members of groups ranging from Abalta special needs to Renmore Pantomime and Aids West tell, their own stories their own way, producing a series of incredibly moving and powerful narratives whilst learning new skills in film art.

VISUAL ARTS

Margaret Nolan Street Art Residency

Working with Galway's creative population of graffiti writers and street artists Margaret Nolan has created a series of projects in formal venues (e.g. Galway City Museum) and informal (derelict city centre shop-fronts and dockside boundary walls, Salthill promenade beach structures, suburban road underpasses) and using specially constructed temporary open air exhibition spaces. The result is a programme of high quality, quirky, colourful art interventions throughout the city that re-evaluate street art and its practitioners.

Jane Talbot “Knock Knock”

In April 2006 artist Jane Talbot documented all her neighbours living in the “West” neighbourhood of Galway city. The five streets of unspoilt Victorian artisan houses are home to a cross-section of Galway life: long-term old Galway resident families, students, new nationals, the flotsam and jetsam of a vibrant city. Residents were photographed standing outside their houses. The images were fused together into long streetscape profiles of each accumulation of houses. “Knock Knock” is at once a celebration of a feisty community, a visual census of all who lived there in April 2006, a survey of Galway architecture and a rich and moving document of a community on the cusp of inevitable change. It remains one of the most popular exhibitions ever shown in Galway (and in Galway Arts Centre) and is held in the City Museum for display every ten years.

Dealbh

A partnership between Galway City Arts and Public Arts Offices, Galway Chamber and the Amicable Society Dealbh is a series of co-commissions in public sculpture on the streets of Galway. The second commission, the work of sculptor Mick Wilkins, is the first and to date only civic sculpture in Ireland addressing the brutal history of the country’s Magdalen women.

Exhibitions

The Arts Office visual arts programme offers exhibitions in formal and off-site venues, concentrating on work by emerging Galway artists, work of community, neighbourhood and participative projects and the presentation of work which will inform cultural life in Galway.

Exhibitions in City Hall include group shows by GMIT graduates, work by recent graduates such as Jennifer Cunningham and David Keane, work done in residencies in Aras Eanna, County Galway’s arts centre on Inis Oirr (by inter alia Helen Comerford and Oisín Breathnach), community projects by Ballybane Foroige, Galway Refugee Support Group and Renmore Active Retirement Association, exhibitions in association with Tulca and shows featuring innovative architecture design.

Exhibition in Galway City Museum seek to complement the venue’s own programme by offering reflective and thoughtful responses to western preoccupation, like Nicolas Feve’s “Omey Island” a graceful photographic riff on popular and classical isomania.

Off site and temporary exhibitions, such as Alannah Robins land art in Barna Woods and the Floating Man (with Galway Arts Festival) complement the more formal venues. Responding to the flows and eddies of public interaction and display a gathering of artists from Galway’s sister cities was invited to work in public in a temporary marquee studio on the site of the new museum.

International showcasing of Galway artists included “The Western Eye”, an exhibition of over 140 artworks which travelled to Lorient as a key feature of the Galway a Lorient festival.

**Museum Residencies by Louise Manifold
and Edith Pieperhof**

ARCHITECTURE

Hugh Kelly residency

MUSIC

John Faulkner residency
Con Tempo

EDUCATION

Schools education pack

ARTS AND HEALTH

“Burning Bright” residencies
Projects with UCHG

PUBLIC ART

The ambitions of the strategy

Galway City Councils Arts Strategy outlines contexts, values, actions and underpins its intentions for arts service provision for three years 2010-2013. A primary emphasis of the strategy is the development of policies which offer clarity in the decision making processes and how the City Council will work best with leading stakeholders in the city.

The document also outlines its approach to the artistic needs of the city's creative population who drive the arts in the City and how it will work with others to create opportunities for participation in the art in the cities various neighbourhoods. Articulating how the City Council can take a leadership role in the creation of a secure grounding for outward looking arts policies, supporting arts practices without placing undue emphasis on the spectacular.

While acknowledging that infrastructural and resource provision has been low in comparison with similar cities in Ireland, at the time of writing the strategy, it is clear that funding for the arts locally and nationally will be severely challenged. This should be taken as an opportunity to advocate, prepare a long-term plan for increased value to be placed on the arts within the City Council and across its various stakeholders. A good legacy of the strategy would be orientating the City Council, over the long-term, from a passive to active role in creating arts leadership. Facilitating the Arts Service to enter a focused research period and preparedness that will lead to better supported physical infrastructure which is lacking particularly in the area of visual arts, music and dance.

Support and well directed active engagement and long-term advocacy is needed also from the Councils stakeholders, clients, the executive and non-executive members in refining the understanding role of the city council in advancing and contributing to arts development of Galway. The council is significantly well placed, with opportunities and responsibilities in working towards raising the status and value of the arts within the city. The strategy addresses individual artforms through key structural supports and more strategic approach to the work of the arts office.

Context

The strategy outlines how the City Council will build on and invest in the arts as one of its service provisions. The Arts Strategy intends, in a pragmatic and forward thinking way, to articulate and refine the role of the broader Council and the Arts Service which also has a duty to its clients to realistically address its abilities in a reduced pecuniary climate.

Currently the City Office is manned by an arts officer, with occasional support being supplied through contracted expertise, this leaves the service operating in significantly different circumstances to comparable city offices nationally. This was the case prior to the economic downturn. Realistic expectations of a single-handed office have been taken into account in developing a strategy, and it is a strong recommendation that work is stream-lined, becomes focused on partnership development and developing focused project frameworks between local and national stakeholders. Key projects should be framed by detailed briefing documents and should engage with or be advised by relevant artform expertise at arm's length to projects.

The arts have made many valuable contributions to Galway's reputation as a vibrant city of creativity, imagination and learning. One of the roles of Galway City Council is to create a healthy public, social and cultural sphere for its citizens and the city's neighbourhoods. The City Council will continue to acknowledge, highlight and support the significant economic and social benefit the city receives from the hard work, innovation and commitment of its artists, art workers and organisations.

The challenge for Galway City Council during the term of the strategy is to support meaningful arts services that nurture and secure the City's reputation for arts excellence. To move towards a service that supports risk-taking in the work of creative people in an increasingly complex city and competitive arena.

The strategy must outline how the City Council can effectively work through a serious national fiscal contraction, and move its arts services in line with national good practices and develop leadership. Service provision for local and national government will face greater pressures in the early life of the plan, actions by the Galway City Council should be imaginative, proactive, support innovation and make intensive efforts to best use its resources and those of its stakeholders.

Through the strategy key values and actions highlight development and consolidation needs, as well as provision for new initiatives that support innovation of artists, organisations and existing resources.

Prepared in accordance with the requirement of the 2003 Arts Act this strategic arts plan will inform the development of Galway City Council's arts service for the period 2010 to 2013.

Ethos

Value: To articulate a set of values and actions, which build and support the work of arts organisations and individual artists.

Diversity: To acknowledge a diversity of arts practices, individual artists, arts companies and communities who form a vital role in the quality of city life in ways that evolves over time.

Special characteristics: To support the role of the Irish language in the City and value its contribution to developing the unique merits and characteristics of Galway City locally, nationally and internationally.

Service: To recognise the vibrancy of the arts is enriched by focused direct provision by City Council and that this can be supported through strategic partnerships.

Action Areas

There will be six main areas that will be addressed by the City Council over the three year term of the strategy, although these are modest in scope, they are fundamental within the given context and represent advancements, in offering clarity and incremental structural improvements.

- (i) People and Place**
- (ii) Place of the arts**
- (iii) Creative practitioners**
- (iv) Public Art**
- (v) Information and New Media**
- (vi) Better ways of working**

(i) People and place

Context

The direct Arts programme, projects and agencies supported by the arts act grants should support artistic merit, diversity and celebrate difference and in-depth accesses to arts practices that engages with and challenge the cultures of these various communities. However it is the work of the arts service to support arts development, and there is an immediate need to focus on leadership.

Galway, by nature of being a city, has a transient population who live alongside the various and diverse interests of its long-term population. A unique quality of the city is the importance of the Irish language, especially in the areas of theatre, television and literature. The diverse population, of Irish citizens, and non-Irish nationals³ make up the special and important qualities that contribute to the city mix. It is this unique mix of local indigenous and emerging cultures which are variously embedded in the daily concerns and lives of its population which contribute to the arts in Galway.

Key Values

In the area of arts development, support should be offered to groups and artists working together in line with National best practice policies including social inclusion and child protection guidelines. A long-term goal of the strategy is to offer professional development to groups working with artists.

The City Council should be clear in its own designation when engaging the arts as a direct tool for social development. Where the activities through arts are operating in roles of direct pedagogy, social mediation, cohesion, tenancy development and youth or elder activities, the expertise of the arts service should be drawn on. Funding should be provided through the associated City Council Departments. Successful methodology for developing social inclusion or community development should be clearly articulated and supported through funds external to the arts budget which is failing to service the needs of its professional organisation, who also have a role in engaging with its audience and in developing models of engagement for the people of the city in their respective art forms.

³ (17% of the population)

Actions

- Review the Arts Act grant structure to offer a more strategic and defined strands offering clients greater clarity in the grant making process in order to better utilise resources.
- Set-up an Arts Working Group to set out policy direction that clearly articulates funding decisions and rationales.
- A priority of the Arts Act grants will be to revise and structure funding agreements which offers clarity to the funded and funders.
- Funding will prioritise people, events and organisations that contribute to the artistic reputation of the City and to those who effectively use their resources in partnership and are working to maintain employment levels.
- The Art Office's work within group or neighbourhood contexts will be supported by professional and experienced practitioners.
- Arts Office collaborative projects, such as outreach, artists residency programmes will support reflective learning and good practice that builds on exchange.

(ii) Place of the arts

Context

In the last number of years advances have been made in the provision of culture infrastructure in Galway including the purchase and refurbishment of Nuns Island Studio, the establishment of the Galway City Museum, the commencement of work on the Art House Cinema, the provision of a workshop site for Macnus and grant aid towards the upgrading of Druid Theatre. However, there are major deficits in the cities arts infrastructure, with particular necessity for provision of dance, music and visual arts, there is also potential for viable rehearsal, reading spaces and the need for storage space for arts companies. There is also potential in improvement in the Councils own arts spaces and clarity about the scope and nature of its responsibility to tenants is an issue to be addressed also.

Values

The Arts Office should be included in the review of capital developments and through integrated planning. Especially, it should advise on cultural infrastructure (including the proposed *Cultural Quarter*) and advocate for arts facilities in community buildings. The City Council should also advocate for the arts within its own property portfolio and in the wider context of public private partnerships. More generally to work towards support for artist lead initiatives that are active in the city and encourage a ground-up approach to the use of its city spaces.

Actions

- All capital planning at City Council level should be culture proofed as a matter of course by the Arts Office.
- Recommend the continuation of the councils waiver of rate for buildings used for commercial Arts building.
- The strategy recommended that city facilities, such as community centres, libraries be proofed for their suitability for arts use.

- The arts office should be about emerging and current needs in building programmes relating to recreation and amenity, accessing suitability for inclusion in community centres, sports, parks buildings and libraries.
 - The arts office is as a matter of course part of the planning process
 - All departments will automatically apply for a percent for art funding in the early stage of budget development.
 - To develop structures for case-making for infrastructure through research, needs audit and analysis.
 - Use quality and quantitative research to develop relationships nationally and regionally that will assist in case making to bring these projects forward post the term of the strategy.
 - Where a culture building is part of a significant development, prepare and proof the maintenance and operation of this facility.

(iii) Creative Practitioners

Context

The life and work of practitioners is challenging, incomes are generated from a range of sources and there is little stability available to them over the course of a career. Supporting organisation over the individual is an easy way to fund a group or collective. However working to support individual artists is also highly important to the development of individual practice, giving opportunity, and raising the potential status of individual practice.

Artists also need for access to networks, information, spaces and places to create, and meet. The importance of the work of individual artists and artists collective contribution to Galway should not be underestimated. A balance needs to be struck between funding historically important cultural organisations and encouraging voices that may only become significant a generation from now.

Values

Much has been achieved in partnership with the professional creative practitioners since the establishment of the City Arts Office. Strategic measures have been devised and implemented, creating a strong legacy of development opportunities for the creative practitioner. Building on achievements in this policy area, several areas of support should be increased, particularly focusing on providing accessible opportunities, and clear policies and actions to develop opportunities for arts practitioners in the county.

Actions

- To provide access, awareness and a broader scope of opportunities for artists.
- To encourage a balanced provision of service across a range of art forms as reflects the needs of the artists' community in Galway City.
- To offer opportunity for artists to develop creative and professional practice skills.
- To advocate best practice for engagement.
- To provide, advice, encouragement and mentoring.
- To continue direct funding provision for artists / creative practitioners through provision of bursaries and residencies, these to be assessed by expert peers and have clear agreements.
- To offer opportunities for artists and arts workers through Arts Office initiatives in commissioning and contracted areas of work.
- To offer increased networking, information and promotion opportunities through a comprehensive, integrated communications centered on an innovative City Arts Office communication hub.
- To utilise the continuing Per Cent for Art / Public Art schemes to form a base for a programme of opportunities and commissions for arts practitioners.
- To review through research the needs of artists and arts organisations so this policy will remain relevant and meaningful throughout the life of this strategy.

(iv) Public art

Vision

Galway City Council recognises the unique opportunity that the Per Cent for Art Scheme offers to bring together professional artists into contact with different communities and contexts in Galway to inspire the development of new work, and to provide opportunities for the public to experience a diverse range of arts practices and voices for and about Galway city. Galway City Council remains faithful to the terms, aspirations and guidelines of the National Per Cent for Art Scheme and will endeavour to promote excellence and innovation in the field of public art. Galway City Council will move away from geographical based commissioning and develop a city-wide programmatic approach to commissioning public art through the pooling of funds and the development of 3 key strands of commissioning.

Key Values: Commissioning Principles

- **Leading through practice-** placing artistic practice at the centre of commissions by recognising the value of artistic enquiry that is governed by principles of research, time, quality engagement with people and place, documentation and evaluation.
- **Innovative Development-Expanding local public art practices-** by providing opportunities for professional artists living in Galway to expand their practice in the public realm in innovative and original ways.
- **New dialogues, new publics-** creating new opportunities for creative exchange and dialogue around public art practices addressing the unique urban, cultural, and community contexts of Galway City at a time of great change.
- **Developing public awareness and engagement of public art in Galway City** through fully exploring all opportunities for partnership and collaboration with other local and national organisations, to promote and develop public awareness and engagement with public art in Galway City.
- **Documentation and public access to information** by continuing a strong process of documentation of public art in the city and making this documentation available to the public by developing a public art website for Galway City.

- **Governance, Monitoring and evaluation** by outlining a clear and transparent system of governance, monitoring and evaluation at the inception of every commission.

Public Art Policy Working Group

The Public Art Policy Working Group will consist of two arts practitioners, one professional arts curator/manager, one representative of the Community Forum, the Public Arts Officer or equivalent and one S.P.C. Member. Their role will be to;

- Assist and advise on public art policy, taking cognisance of any changes to the National Guidelines on the Per Cent for Art Scheme 2004, which are currently under review.
- Provide assistance on the evaluation of public art commissions
- **A new programmatic direction 2010-13** “Public Art Galway”(2010 - 2013) will adopt a city wide approach to public art commissions in Galway, adopting a number of key aims and strategies in developing innovation and supporting artistic practice through its commissioning strands.

(v) Information and New Media

Context

The web offers a space to create, exchange learn and engage with the arts. There are numerous tiers and levels of arts activities in Galway City that are not apparent particularly to those creating or engaging with arts on a irregular or part-time basis. Improved exchange opportunities benefit the city and reflect a wider cultural shift towards web based arts practices which offer user driven content for a wide range of people. A centralised space for those promoting engagement with events or artforms should be prioritised over the term of the strategy.

Supporting active, participation with accessible media, tools and applications to showcase grassroots experimentation and innovation in the area of sound, film, interdisciplinary practices and other creative potentials develops audiences for professional and voluntary organisations. Many of which offer activities such as classes, exhibitions, recitals, gigs, events, reading and performing opportunities in the city.

Information about growing points of access and opportunities for participation to the arts can be effectively developed by the City Council. The city's leading venues and arts organisations offer a complexity, variety and depth to their work that should also be shared or accessed more easily from a centralised web-space.

Key values

The intention is that the project represents its end users, current activities and brings together a range of users to platform the arts in Galway City, promoting, highlighting and also mapping activity, directly from those working or interested in the arts and offering points of access for a range of people.

An emphasis should be placed on the potential of pooling and sharing resources and expertise. Driven by a specialised working group, who represent a range of interests in the city, a working group with both general and specialised knowledge should outline content areas, editorial direction, site policy and management.

Actions

- Reintroduce a regular Galway City Arts newsletter in the short-term.
- The City Council will seek the advice of the relevant key stakeholders to this project when developing this centralised information hub and take their advice into account.
- Create a focused working group to outsource aspects of expertise to assist the projects development.
- Plan for the maintenance and further development of the project over a long term period and plan for the financial resourcing of the project.
- Support ever-growing number of participatory users to engage with interactive opportunities, to create independent content.

Provide services to;

- Offer a wider public access to information about arts news and events
- Support art works created for dissemination on the web, such as short-film, music, visual arts and writing and virtual projects
- Promote engagement of volunteers in the arts
- Promote the arts in Galway internationally
- Create a place for exchange and share material resources
- Develop a culture of critique and comment
- Highlight a range of opportunities and points of participation
- Offer a place to archive and document arts projects of note
- Create information flow

(vi) Better Ways of Working

Context

Acknowledged for several years as Europe's fastest growing city, Galway's arts cultures have equally grown in complexity. A difficulty lies in the fact that staff levels have not kept pace with demand. Since its establishment the Arts Office work is largely driven by a limited staff compliment. Delivery of a complete range of services through a range of artforms for the entire city should ideally be met by a well resourced team.

While acknowledging this, maximum effect and financial return must be achieved from the existing resources of the city council and having regard to the financial constraints that now exist. So supporting the city's arts cultures during the term of the strategy the arts service needs a re-focus, and the opportunity to re-define and reimagine itself. Moving from programmatic and ad-hoc approaches, to working in-line with the city's lead artists and organisations and utilise its position and its cultural capital to act as a broker, facilitator and principal actor in drawing resources, people and energies together. To heighten its ambitions; the aim of the strategy is to secure the importance of the arts throughout the council structures. This strategy will formalise the Arts Office role as an advocate for the arts within the City Council and its stakeholders.

Key values

The City Council acknowledges the financial demands of the Arts Office, and will support art advocacy/work across key departments for deeper organisation approach to planning for Galway City - a city of arts, culture and creativity.

To place greater value on expertise within the Arts Office, offering opportunities to broaden its reach through learning, advice, mentoring and support. To create opportunities for other key workers in arts sector through upskilling, capacity building, mentoring and to share its resources in direct partnership with arts practitioners and organisations.

Offering artists and arts organisations a formal role in the City Council's arts delivery, the service will seek partnerships and award commissions from its core programming budget including residencies, participative arts projects, arts education, arts and health, youth arts and administration. Enable the service to develop a more dynamic and coherent leadership role within the City Council and the city.

The Arts Office should be empowered to engage with appropriate external agencies and develop cultures of regular arts research and enquiry to support its planning and policy development on a rolling basis.

Actions

- To acknowledge the financial demands of the Arts Office and to include a redress of this as financial situations improve
- Advocacy
- Up skill
- Include a wider range of expertise or external expertise in the decision making processes
- Formalise its relationships with stakeholders
- Research
- Developing long-term projects with its key stakeholders- working deeper legacies for its financial support particularly in the areas of greatest demand

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