



ReFRAME

Arts Development Strategy
(2022-2026)

South Dublin County Council

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ReFRAME

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Message from the Mayor Councillor Peter Kavanagh

County Councillors recognise that the arts play an essential role in the lives and wellbeing of our communities. We see the positive impact of the arts on our citizens on a daily basis in our venues, communities, schools, hospitals and other contexts where there are opportunities to engage with a quality arts experience.

One of the most important roles of the Council is to provide leadership in the cultural development of the county, to enable opportunities for all, whatever their age, background or ability, to support and value the artist and to promote the cultural identity of the county. Through its policies and the commitment of public resources, it aims to foster the cultural vitality of South Dublin County.

Over the next five years, South Dublin County Council will introduce new initiatives while also strengthening existing programmes and supports. These supports will help to cultivate an environment where creative talent can develop and thrive. In this strategy, South Dublin County Council continues to provide a platform to the richly diverse cultural traditions that make up our community.

This strategy is a framework that emphasises the role of the entire arts sector, professional, amateur and voluntary arts, in the provision of arts services across the county.

The adoption of this five-year arts development strategy by South Dublin County Council, builds on all that has been achieved to date since the county and the Arts Office were established in 1994. It presents a way forward for the next five years in an ever-changing world.

I would like to thank all those who have helped shape this arts strategy providing direction over the next five years.

Is í an ealaíon croí an phobail agus cuisle an tsochaí, agus cabhróidh an stráitéis seo linn cuimhniú air sin agus an ealaíon a choimeád lárnach inár saol.

Foreword from Chief Executive

South Dublin County Council invests significantly in the arts in the context of supporting the quality of life of our citizens, in attracting visitors to the county and inward investment into the economy of the county.

Culture is a priority across all departments of the Council, not only those that directly deliver cultural services but also those whose work indirectly connects with cultural activity such as Planning, Housing, Climate Change, Community and Economic Development services.

This new strategy will focus on three areas of work: striving for equity of access and opportunity; supporting a vibrant and resilient Arts Sector; and strengthening our capacity to deliver.

In developing this strategy, we have consulted with the public and with the Arts sector and have reflected on the changing and challenging environment in which the Arts sector finds itself at this time.

The strategy presents a strong basis for continued leadership and partnership, building a collaborative and sustainable arts environment based on our strengths and achievements. In this way, we can extend its reach and continue to foster creative individuals and creative communities.

The county, which has one of the fastest growing and most diverse populations in Ireland, is set for further intense urbanisation and re-generation on a significant scale. This impacts on our infrastructure, where and how people engage in culture and creativity, and places and spaces for artists to create and present ambitious work. It also presents opportunities for Public Art to come to the fore in placemaking and community building.

I look forward to its implementation and the progression of South Dublin as a county where artistic possibility is unlimited.

I wish to compliment Mayor Peter Kavanagh and the Elected Members of the Council, together with the Members of the Arts, Culture, Gaelige, Heritage and Libraries Strategic Policy Committee, under the chairmanship of Councillor Mick Duff, for their role in the formation of this Arts Development Strategy.



Daniel McLoughlin
Chief Executive

1. Reflections

1.1 Overview of the Arts

1.2 Covid-19 - A moment of unprecedented upheaval

1.2 Overview of South Dublin County and the Arts

South Dublin County is one of four local authority areas in the Dublin region. It provides a broad range of services including housing, roads, cultural and recreational facilities, enterprise units, fire services, community infrastructure and financial supports. It also serves as a platform for local democracy with 40 Councillors spread across six electoral areas.

Bounded by the River Liffey to the north and the Dublin Mountains to the south, the County lies 16 kilometres south west of Dublin city centre and has an administrative footprint of 223sq. kilometres. The County has 9 main villages Clondalkin, Lucan, Palmerstown, Rathfarnham, Tallaght, Templeogue, Saggart, Rathcoole and Newcastle and is bounded by adjoining counties of Wicklow, Kildare, Dublin City, Fingal and Dun Laoghaire.

The county is home to 278,749 people. Tallaght, the administrative centre of the county, is regarded as a thriving centre of business, culture, recreation and education. Cultural Diversity, Equality and Inclusion continue to be key concerns in South Dublin County.

Arts and culture in the county are characterised by a robust amateur, voluntary and community arts sectors which provide a wide range of opportunities for participation in arts and cultural activities. These activities, generated by communities of interest or place, are enjoyed and well supported by local audiences.

Creative young people have a vibrant and distinctive presence in the County, apparent in programmes of learning, participation and performance. The County has one of the strongest Youth Arts programmes in the country.

Professional artists are key to the creation of a vibrant cultural environment in the county and

establish the quality of participatory arts experience in many contexts, including education, health, voluntary, community and amateur arts. Support is given to artists of all disciplines in the county through bursary and mentoring awards. Partnerships with Words Ireland, Dance Ireland Visual Artists Ireland and South Dublin County Local Enterprise Office have unlocked professional development and networking opportunities for artists in the county. Intense urbanisation, regeneration, public construction project, public realm schemes and Climate Change offer new opportunities for artists in public art.

Cultural and creative hubs have emerged in Tallaght and Clondalkin through clusters of arts, cultural and heritage venues. These hubs are spaces to make and present work. They provide access to high quality programmes and are rich in opportunities to encounter the cultural life of the county.

Multi-layered partnership both national and local have become a core feature of arts and cultural services in the county, bringing increased investment into the county. This has resulted in increased and sustained opportunities for participation, increased programming of events, increased opportunities for artists, increased outreach and engagement by key cultural organisations in the county. Partnership and collaboration have become embedded in arts and cultural services, and models of practice. It is an approach that supports the artist, stimulates ambition and enriches cultural experiences for the individual and the community.

1.2 Covid-19 - A moment of unprecedented upheaval

The onset of the Coronavirus (Covid-19) pandemic in early spring 2020, and its ongoing presence, has tested every aspect of daily life, fundamentally challenging our socio-cultural and economic value systems. The arts sector, together with a number of other sectors, has been disproportionately affected. In particular, artists' incomes and livelihoods, already precarious, have been severely impacted.¹ Crucially, over the past fourteen months, many artists could not create work, as studios were unable to open. Public galleries, museums, theatres, arts centres, libraries and cinemas remained closed, and while some public galleries and museums have begun to open, it is to a much-reduced audience capacity. At the time of writing, it is unclear what the lasting impact of Covid-19 on the arts sector will be.

¹ Findings in response to survey of Arts Council funded organisations on impact of COVID-19 (<http://www.artscouncil.ie/COVID-19/>)

ReFRAME 2022-2026 is drawn up in the context of Covid-19 and shaped by the issues that have been brought to the fore in light of the pandemic. While the impact of the pandemic has presented numerous challenges for the sector, the impact has not been wholly negative. Indeed, one of the most significant shifts, accelerated by the pandemic, was the rapid transition to a more digitised form of producing and facilitating arts practice, production and participation. The digital interface has opened up opportunities, for example, for local artists to present to international audiences and has helped dissolve some of the physical barriers to accessing the arts that may have, heretofore, prevented people from participating.

The mixed impact of COVID-19 was also reflected in responses from arts practitioners and members of the public during the consultation process for this strategy. When asked about the impact of the pandemic on the arts, a blended/hybrid approach was recognised as the way forward and one that would bring benefits for new ways of learning and connecting. The responses also acknowledged that many artists, of every discipline, unable to present their work to a live audience were affected greatly by the loss of income. Conversely, more outdoor work is being produced that will attract new locally based audiences. Furthermore, artists have been supported through new funding streams put in place by the Arts Council. South Dublin County Council (SDCC) initiated an *Artist Resilience Bursary Award* in every electoral area of the county. The findings of an arts office commissioned *Review of SDCC's Youth Arts programme in the context of the Covid 19 pandemic* (autumn 2020) suggest that the pandemic brought to the fore the urgency of putting in place new structures and supports tailored to the ways young people currently engage with the arts.

This moment is one of immense change and uncertainty; how profound a change that will be is in the making. The Council's arts service is live to the issues and will work diligently with the arts constituency, partners and the public to ensure best possible outcomes.

2. Frames of Reference - contextualising our strategy

2.1 Role of the County arts service

The role of the local authority arts office is to work in partnership with individuals and organisations to deliver arts services and programmes that have a public purpose and to assist in research and planning that informs policy development and decision making. To work alongside artists, community, other sectors, other funders and other public service providers to deliver arts programmes and services in order to fill community gaps.

2.2 Policy statements

2.2.1 Young People and Children

Young people and children are core components of the Council arts service.

Youth arts: The youth arts programme, facilitated by specialist arts practitioners, produces and supports a broad range of high-quality arts engagement practice, where young people have the autonomy and freedom to explore their creativity, pursue artistic endeavours and learn new skills.²

There is strong evidence that young people's exposure to the arts contributes inherently to their developing: a more positive self-image and attitude, increasing self-confidence and emotional wellbeing.³ The Council youth arts programme is facilitated by specialist arts practitioners, in collaboration with county arts providers, such as *Tallaght Young Filmmakers* and *Noise* (music, dance, film), in conjunction with MGSD, schools and youth service providers, all of whom are critical to assuring high-quality delivery. The programme offers opportunities for self-expression; mentoring; making art - from process to production; training pathways to progression; and a suite of life skills: e.g. in decision-making, team-building, leadership, communication, critical, analytical and technical skills.

An arts office commissioned *Review of Youth Arts in the Context of Covid-19*, in 2020, identifies the ongoing challenges that young people, across different backgrounds and ability levels, experience in accessing the arts. A priority objective of the *ReFRAME* arts development strategy is to strive to dissolve the barriers to access and participation in the arts. A recommendation from the Review, highlighted also in the public consultation for *ReFRAME*, is the appointment of a specialist learning and participation facilitator to strategically oversee and drive a development model of the arts with and for young people and children.

Early years and children: We believe that introducing and experiencing the arts from an early age (0-6 years with accompanying parent/guardian) helps sustain interest in the arts throughout a child's

² Investing in high-quality programmes such as: TY *Tenderfoot* theatre programme (Civic); *Tallaght Young Filmmakers*; *Subsounds* (Alternative Entertainments), *Sightless Cinema*, Rúa Red/Tallaght Community Arts' *Creative Academy*, and *Arts in Libraries* in partnership with the County library service.

³ Arts and Cultural Participation among Children and Young People: Insights from the Growing Up in Ireland Study. The Arts Council; Economic and Social Research Institute, 2016 source: <http://www.artscouncil.ie/uploadedFiles/Arts-and-cultural-participation-GUI.pdf>

and young person's education and could reap lifelong dividends.⁴ Our Early Years arts programme is guided by an arts office commissioned strategy developed in 2019. *SDCC Children and Early Years Arts Strategy [2020–2025]* undertook a review of current arts provision in the county, references best practice case studies elsewhere, and proposes recommendations for progressing the programme. SDCC is committed to progressing, and supporting quality, bespoke arts interventions tailored to the needs of the 0-6 years and 7-12 year age range cohort respectively.

2.2.2 Public Art

South Dublin County Council has a considerable track record commissioning and curating a diverse range of artworks for the public realm and for public spaces through its Public Art *In Context* programme. Since 1997 there has been a series of four *In Context* programmes; each one pursuing a particular concept or overarching theme that stimulates original artistic responses to aspects of South County Dublin's built environment, its culture, or specific community settings.

In Context 5 – Connect (2022-2026), draws on previous *In Context* programmes, continuing the commissioning of topical, innovative art works that approach the creation of public art and engaging the public in new and compelling ways. *In Context* is funded through the Government's *Per Cent for Art Scheme*, in compliance with *General National Guidelines, 2004* (under review).

The Council's Public Art website (<http://www.southdublin.ie/artsworks/>) includes a comprehensive database and archival record of all public art created in the County. The database is supported by artists and a diversity of commissioning agencies and organisations. A range of complementary texts, critical essays, curatorial statements, images and media links, available on the website, serve as a valuable learning resource and, for reference and research. The educational component will be further developed over the coming five years.

2.3 Sustainability – local and national policy context

ReFRAME is SDCC's fourth consecutive arts development strategy. Building on previous strategies, the current plan was compiled following a period of review, research, evaluation and public consultation. Sustainability is the through line of this iterative process of planning: so as to optimise the use of finite resources in achieving the best possible outcomes. Sustainability is writ large within

⁴ Introduction to Early Years Arts has been through Ruaille Buaille Lucan Children's Music Festival. In 2015 South Dublin County Council introduced early years workshops for children (1-2yrs) and (3-4yrs) and their parents to Ruaille Buaille Lucan Children's Music Festival. Since 2016 SDCC has supported the development of Early Years Practice through Exploring and Thinking a Dublin Local Authorities Framework.

the principles, priorities and objectives of our strategy; considered through the actions we implement; underpinned by local and national policies that provide context for our approach; and, strengthened by the strategic alliances that we are fostering.

This strategy takes account of the wider local and national policy frameworks including: the South Dublin County Development Plan (2016-2022); South Dublin Corporate Plan (2020-2024); South Dublin County Local Economic and Community Plan (2016-2021); Making Great Art Work - Arts Council Strategy (2016-2025); and, A Framework for Collaboration: An agreement between the Arts Council and the County and City Management Association (2016); and, Creative Ireland South Dublin's Culture and Creativity Strategy, 2018–2022.

2.4 Strategic alliances

2.4.1 Arts Council – South Dublin County Council Framework Agreement 2018-2025

In 2018, South Dublin County Council entered into an eight-year multiannual partnership agreement with the Arts Council.⁵

This Framework Agreement (2018-2025) sets out a common purpose,⁶ aligning our strategic priorities, invested in by both parties, to bring about a step change in deepening the engagement and widening the reach of local arts provision. The social impact of our shared investment will be investigated as a means of understanding, learning and empowering future development.

2.4.2 Creative Ireland South Dublin

Along similar lines, a five-year partnership, begun in 2018, between each local authority and the Creative Ireland programme, under its *Creative Communities* banner, has unleashed an extraordinary array of creative projects and programmes, opening up new and diverse avenues for people and communities to explore and celebrate the power of creativity. Commencing in 2016, this all-of-government initiative, places creativity and culture at the heart of public policy, thereby endorsing the critical role of culture in social, environmental, economic and political spheres.

⁵ Framework Agreements, were established between the Arts Council and each local authority; the Arts Council and County & City Management Association working together to strategically promote and develop the arts in an integrated manner, and set out in *A Framework for Collaboration*, 2016, Arts Council.

⁶ Set out in the Arts Council ten year strategy - *Making Great Art Work 2016-2025*, the local authority's statutory obligation under the Arts Act 2003, and aligned with key objective of SDCC arts development strategy.

SDCC's nominated culture team (with representatives from arts, general community, tourism, heritage, libraries, LEO, and the local arts community) oversees the delivery of its Creative Ireland programme of yearly action plans linked to its Creative Ireland Culture and Creativity Strategy 2018–2022⁷, and co-ordinated by the arts officer.

2.4.3 Music Generation South Dublin

Music Generation South Dublin (MGSD) is the county music education service for children and young people (0-18 years). It is part of Music Generation – Ireland's National Music Education Programme - initiated by Music Network, co-funded by U2, The Ireland Funds, the Department of Education and Skills and Local Music Education Partnerships. The Music Generation national network is founded and sustained by partnerships that are forged at local level.

Operating since 2014, the MGSD business model is based on developing strategic partnerships, and co-funding opportunities that enable and support sustainable, high-quality, subsidised performance music education for every child and young person to have access to and participate in, at community and county level. MGSD programmes⁸ are run in partnership with schools, county youth services, and with the support of county arts providers, such as Alternative Entertainments, Civic Theatre, and county libraries.

MGSD is managed by South Dublin Music Education Partnership and funded and led by South Dublin County Council, in partnership with Dublin and Dún Laoghaire Education and Training Board, South Dublin County Libraries and Dublin West Education Centre.

3. Review - our approach

This strategy was prepared using a mixed-methods approach that entailed:

- Desktop research, including: a literature review of relevant local authority and national strategic plans; special reports, and published research documents (Appendix C); and
- Public consultation and information gathering, involving: 1-1 interview with key arts informants and local authority personnel, along with more targeted focus group meetings on arts and disability, and artist development respectively. All of these were conducted via Zoom, in keeping with relevant C-19 restrictions at the time. In addition, the public was invited to

⁷ Available to download on <https://www.creativeireland.gov.ie/en/south-dublin/>

⁸ <http://www.musicgenerationsouthdublin.ie/>

respond to an online survey that could be accessed, for a limited time, on South Dublin County Council's Consultation Portal.

This consultation process yielded a range of insights and considerations of issues and particular sectors identifying gaps. These are presented in the form of a SWOT analysis (strengths, weakness, opportunities, threats) (Appendix B) and have been assimilated into the strategy: reflected in our core goals and through to the specific actions being implemented.

4. Adapt – the arts development strategy

4.1 Vision and mission

Vision statement: *That the arts, in all its diversity, is deeply embedded within the lives of the people of South Dublin county, significantly contributing to every citizen's sense of wellbeing and belonging, and appreciated and enjoyed by those visiting the county.*

Our Vision resonates with and complements South Dublin County Council's corporate **Mission:** *"To make our county a vibrant and inclusive place for the people who live, visit, work, and do business here, now and for the future"⁹*

4.2. Values and guiding principles

We value:

Equity... Responsiveness... Effectiveness... Quality... Creativity...

Embedded within the ethos of public service, the SDCC arts office is committed to ensuring **equity** of access and opportunity across all of our transactions, while maintaining a flexible, empathetic **responsiveness** to the changing needs and circumstances of people living and working in the county. We must sustain a robust level of **effectiveness** to deliver a progressive, inclusive arts service; enabling

⁹ South Dublin County Council Corporate Plan 2020-24

quality arts provision to flourish; artists and the arts sector to thrive; and for **creativity** to blossom in every region of the county.

4.3. Strategic priorities

The Council recognises, and it is widely acknowledged, that the arts contribute significantly to improving citizens' quality of life, societal wellbeing, and economic growth¹⁰. The county arts service is committed to overcoming barriers that inhibit and prevent people from being able to experience the arts, and to providing diversity of choice and of opportunity.

Over the course of the next five years, we will focus attention on strategic priorities which will enable:

- Equity of access and opportunity - Enabling quality arts experiences to happen locally and achieving an inclusive practice
- A vibrant and resilient arts sector - Resource, champion and maintain a buoyant, vital sector
- Our capacity to deliver - Ensuring the most appropriate and effective structures are in place.

4.4 Key objectives, planned actions

Priority	Key Objectives	Planned Actions
[Striving for] Equity of access and opportunity		
	Provide opportunities for children and young people to explore their	<ul style="list-style-type: none"> • Invest in the post of children and youth arts co-ordinator to oversee and build on the county inclusive youth arts programme

¹⁰ Objective 4 of the higher Housing, social and community development theme – Corporate Plan 2020-24 and under LECP theme Citizenship and Partnership Goal 13.

	<p>creative potential and expand their experience of the arts</p>	<ul style="list-style-type: none"> • Encourage the voice of young people in cultural planning, recognising their role as cultural initiators, participants and audiences • Raise awareness of specific artform progression routes for training and career development, such as: Tallaght Community Arts /NCAD <i>Creative Campus</i> (visual arts); Civic Theatre’s <i>Tenderfoot</i> in association with <i>Giant Wolf Theatre</i> (theatre); and, Music Generation South Dublin-Alternative Entertainments-Contact Studio <i>Subsounds</i> (music); and, Tallaght Young Filmmakers/IADT (film) • Consider the findings of the SDCC Children’s and Early Years Arts Strategy (2020-2025), consulting relevant service providers on its implementation.
	<p>Ensure that the county arts service is accessible and inclusive to people of all abilities and diversity</p>	<ul style="list-style-type: none"> • Forge new partnerships and engage with local arts providers in facilitating disabled people’s creativity, participation and access to the arts • Engage key service providers: in arts, health and wellbeing, to assist in the delivery of quality arts engagement initiatives for older people, and in response to mental health and wellbeing • Progress the implementation of the recommendations of <i>Transcultural Research in South Dublin County 2017/18</i>.
	<p>Increase the level of capacity with greater balance of arts provision across the county</p>	<ul style="list-style-type: none"> • Review and assess the range and geographic scope of Council-supported arts initiatives within the county • Build capacity and increase access through: the Public Art programme; artist residencies; Music Generation South Dublin programme; Creative Ireland initiatives; and, in collaboration with arts providers; education and community groups, in conjunction with the Public Participation Network (PPN) • Undertake targeted promotion of the <i>Artist Resilience Bursary Award</i> in each electoral area • Avail of the opportunities that Council approved planning for greater cross-county public transport links offers for enhancing interconnections between arts providers and participants, and for growing new audiences for the arts.
<p>[Supporting] A vibrant and resilient arts sector</p>		
	<p>Nurture and support artists pursue their artistic ambition, at every stage of their professional development</p>	<ul style="list-style-type: none"> • Review current support schemes to reflect artists’ evolving work practices and needs • Encourage and support peer-to-peer artists’ networking, skills-sharing and mentoring initiatives, such as the arts café

		<ul style="list-style-type: none"> • Continue to provide commissioning opportunities through the ongoing % for Art programme, public art in the public realm, in regeneration, in joint venture and private residential and commercial development; fund the Artist Resilience Bursary Award; Individual Artist Bursary Awards and the Local Authority Arts Officer Association (LAAOA) <i>Platform 31</i> national - county arts bursary award • Advocate for and provide appropriate remuneration to artists/arts practitioners for their work
	Extend the reach, participation and appreciation of the arts	<ul style="list-style-type: none"> • Maintain strong relationships with key county arts organisations, supporting their artistic remit; curating innovative arts programmes, attracting new audiences, and creatively engaging a diverse range of communities and individuals • Support arts festivals to engage new audiences, new communities and sectors (such as <i>Mother Tongues</i>, <i>Ruaille Buaille Childrens Music Festival</i>, Lucan and, the literary strands of <i>Red Line Book Festival</i> - a platform for emerging writers and public engagement) • Encourage the dissemination of locally created quality art to global audiences through digital presentation platforms such as <i>Project Protean</i> (Civic Theatre). • Support organisations programming in the Irish language and artists to create ambitious artworks in the Irish. • Revisit and re-invigorate a County Art Collection
	Cultivate emerging arts practice and artform development	<ul style="list-style-type: none"> • Sustain and build on mentored programmes and cross-project collaborations for young artists such as <i>Noise (Emergence, Flicks and Sounds)</i>; the <i>Ready Steady Show</i> (Civic) and <i>Subsounds</i> (Alternative Entertainments/MGSD) • Scope and conduct a needs analysis of independent filmmakers working and living in the county • Encourage and support innovative creative endeavours in urban arts digital and new media.
	Explore new spaces and places where people can make, participate in, and experience the arts	<ul style="list-style-type: none"> • Commission a specialist independent study of Chamber Square, gauging its potential as a dynamic Cultural Quarter • Assess the feasibility of a performing arts hub (music dance theatre) in North Clondalkin, in partnership with the library services • Consult on Council owned vacant building stock; assessing their potential as viable artists' work spaces and dedicated cultural community hubs.

[Strengthening] Our capacity to deliver		
	Strengthen our ability to deliver a progressive, informed and relevant county arts service	<ul style="list-style-type: none"> • Establish appropriate arts office staffing, skills training, and resources enabling the effective implementation of the arts development strategy
	Develop a clear and robust communications strategy	<ul style="list-style-type: none"> • Continue to provide information and advisory support services • Regularly update content and data capture on the Council's arts website and its other media platforms
	Ensure the sustainability of the arts service	<ul style="list-style-type: none"> • Complete a three-year review of the SDCC – Arts Council Framework Agreement in consultation with the Arts Council • Ensure that arts and culture are deeply embedded across and within SDCC policies and cross-cutting strategies • Forge strategic alliances and strengthen partnerships to sustain and advance a shared vision for active citizenship and social wellbeing
	Monitor and measure social impact in line with the mission and core objectives	<ul style="list-style-type: none"> • Implement social Impact studies on each part of the programme • Continue to build an evidence base, through mixed methods research and data capture and publish on the arts website • Investing in and promote Council's publicly accessible public art database South Dublin County Public Art www.southdublin.ie/artsworks/ as a tool for education and research purposes.

4.5 Anticipated outcomes

[Striving for] Equity of access and opportunity

- ⇒ We will have established a comprehensive early years, children and young people's arts service co-ordinated by the County arts office, and sustained through the Councils strategic alliances and key partnerships
- ⇒ We will have increased active participation amongst young people and children, of all ages and abilities, to creatively explore and engage artistically in any art form, and avail of progression training pathways
- ⇒ We will have further developed arts and cultural initiatives that respond to the needs of young people through the NOISE Dublin Youth Arts programmes
- ⇒ We will see an increase in opportunities for children from 0-6years and from 7-12 years to participate in the arts.

- ⇒ We will see a greater uptake on the range of art bursaries available for young people
- ⇒ We will see enhanced capacity building, access and engagement for people of all abilities, ages and backgrounds, having liaised closely with the South Dublin Council Inclusion and Diversity Coordinator, the Public Participation Network and other key partners
- ⇒ We will have established a clear vision and strategy for progressing the South Dublin Cultural Quarter, following the outcomes of a specialist report in assessing the feasibility and development of the Quarter to become a significant civic and cultural resource
- ⇒ We will be better informed on developing community arts hubs, as local access points for the arts and culture, having piloted and evaluated a performing arts hub in north Clondalkin, partnering with the library service, Music Generation SD and the NOISE Dublin Youth Arts programmes.

[Supporting] A vibrant and resilient arts sector

- ⇒ We will have strengthened supports for artists in response to developing art form, and emerging, practice
- ⇒ The Council's Public Art *In Context* programme will continue to forge progressive and contemporary arts engagement projects through innovative art commissioning and curatorial responses to the public realm
- ⇒ Enhanced educational and learning opportunities will have been developed linked to the Council wide-ranging Public Art *In Context* database and archive
- ⇒ We will have improved local community access to the arts and creative engagement spaces linked to new library build and Council-owned vacant spaces
- ⇒ We will have increased support for new work commissions for the early years (0-6 years).

[Strengthening] Our capacity to deliver

- ⇒ We will have a complement of arts office personnel, and, other specialist input, in place enabling the comprehensive implementation of the Council's arts policy and strategic planning
- ⇒ The findings of the social impact study and other evidence-based research will guide future policy development
- ⇒ We will have strengthened our communication channels so that people will be better informed of arts activity and opportunities county-wide
- ⇒ We will have maintained a quality art service and affirmed the significant role the arts play in accordance with the Council's Mission *"To make our county a vibrant and inclusive place for the people who live, visit, work, and do business here, now and for the future"*.

5. Monitor - Evaluate

Monitoring and evaluation processes are ongoing. They involve a combination of internal and external procedures. We will identify the most effective and appropriate indicators to measure progress, and remain flexible and responsive to the changing economic, social and political contexts that may affect intended outcomes. The arts office conducts regular research that feeds into the monitoring and evaluation process. Remaining alert to any change in circumstances is crucial, and all the more reason to have data at hand that can support informed decision making. Over the course of this five-year strategy the arts office will implement actions, linked to the three strategic

priorities, with targets and outputs identified in annual, fully budgeted, operational plans. Each programme is monitored and evaluated and the outcomes presented in the arts office's Annual Report to South Dublin Council. The arts office presents quarterly progress reports to the Council's Strategic Policy Committee on Arts, Culture, Gaeilge, Heritage and Libraries for their consideration and input.

Appendix A

SDCC ARTS CONSULTATION SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> ⇒ A progressive county arts service ⇒ Large and wide range of artists working and residing in South Dublin ⇒ County arts organisations with a track record, delivering innovative, diverse and inclusive arts participation programmes ⇒ Strategic partnerships and collaborative programmes ⇒ Lauded Public Art programme ⇒ Strong strategic focus, and positive inclusive programme of Council's youth arts and early years programme ⇒ Creative initiatives within culturally diverse communities ⇒ Major investment in infrastructure (Innovation hub, large-scale film studio...) 	<ul style="list-style-type: none"> ⇒ Capacity of the arts office to continue delivering a quality and sustainable arts service ⇒ Cross-county arts activity inhibited due to limited public local transport links ⇒ Limited consensus on how the Cultural Quarter could be developed ⇒ Fewer dedicated arts spaces outside of Tallaght for developing sustained and inclusive arts work
Opportunities	Threats
<ul style="list-style-type: none"> ⇒ Assessing what a post pandemic arts environment offers to the county ⇒ Enhancing online arts activity for disabled people ⇒ Reassessing the partnership criteria with the County Library Service as potential collaborators to enable access to arts activity for harder-to-reach communities ⇒ Focus on a decentralisation strategy for arts provision aligned with capital investment ⇒ Strategic arts development plan for north of the county connected with new facilities being developed e.g. Áras an Chrónáin and library ⇒ Construction of an industry scale film studio and what that might mean for local film makers and producers 	<ul style="list-style-type: none"> ⇒ Impact of Covid-19 in the short to medium term ⇒ Loss of funding due to anticipated economic downturn post-pandemic ⇒ Structural issues as a consequence of discrepancy in funding for county arts organisations: arts organisations operating model is changing dramatically, while funding model/resourcing remains unaltered.

Appendix B

REFERENCES

- South Dublin County Council Development Plan (2016-2022)
- South Dublin County Council Corporate Development Plan (2020/2024)
- The South Dublin County Local Economic and Community Plan (2016...2022)
- SDCC Arts Development Strategy (2011-2016)
- Review of SDCC's Youth Arts Programme, Grothius, Irma (Autumn 2020)
- Cruinniú na nÓg South Dublin Voice of the Child Survey (January 2021)
- SDCC Children's and Early Years Arts Strategy (2020-2025)
- WHAT NEXT? - Transcultural Research in South Dublin County 2017/18 - Dr. Zoë O'Reilly
- Transcultural Research in South Dublin County 2017/Summary, Dr. Zoë O'Reilly, in association with Rua Red and Civic Theatre
- Making Great Art Work - Arts Council Strategy (2016–2025)
- Making Great Art Work Three-year plan (2020–2022), Arts Council
- A Framework for Collaboration - An agreement between the Arts Council & County and City Management Association (2016)
- South Dublin Framework Agreement (2018-2025) – An agreement between SDCC & the Arts Council
- Outcome Measurement Guidebook and Framework for Local Authority Arts Services and Arts Organisations 2020 – Quality Matters
- South Dublin Culture and Creativity Strategy 2018–2022 – Creative Ireland
- Creative Communities Interim Review 2019 (download from: creativeireland.gov.ie)
- Shift in Perspective – An Arts and Disability Resource Pack , 2010, Arts and Disability Ireland
- Arts and Disability (2012 - 2016) - Arts Council Policy and Strategy, 2012, <http://www.artscouncil.ie/Arts-in-Ireland/Arts-participation/Arts-and-disability/>

Covid -19

- Life Worth Living - The Report of the Arts and Culture Recovery Taskforce - October 2020 www.gov.ie
- Survive Adapt Renew Report - A response to the Covid-19 crisis for the Arts in Ireland. June 2020 Government appointed Expert Advisory Group to the Arts Council.
- EY report on the Employment and Economic Impact Assessment of COVID-19 on the Arts Sector in Ireland [<http://www.artscouncil.ie/covid-19/research-and-reports/>]
- Arts During Lockdown - Public Sentiment Research (June 2020, updated, October 2020) prepared by John O' Mahoney, B& A Research and insight <http://www.artscouncil.ie/covid-19/research-and-reports/>
- Findings in response to survey of Arts Council funded organisations on impact of COVID-19 - (<http://www.artscouncil.ie/COVID-19/>)