

Dublin City Council

Arts Service Plan 2006 - 2009

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Vision: That Dublin is experienced as a unique city of historical and contemporary Arts equaling that of any other European Capital City.

Goals	Improve Arts Communication and Information.	Provide Greater Leadership for the Arts in Dublin.	Deliver a range of Arts Services in the City's Neighbourhoods.	Enhance the capacity of the Dublin City Council Arts Service.
Actions	<p>Establish an Inter-departmental Arts Communication Group.</p> <p>Develop an Arts Information Strategy.</p> <p>Develop the Arts Service capacity of the Staff in Dublin City Council.</p> <p>Evaluate and track the Arts Service Plan.</p>	<p>Establish a Dublin City Arts Forum.</p> <p>Develop a range of innovative Arts Infrastructural Projects.</p> <p>Develop and support the Major Arts Festivals in Dublin City.</p>	<p>In the 5 electoral areas:</p> <p>Develop the capacity of Arts Service providers in the City's Neighbourhoods.</p> <p>Facilitate the direct provision of the Arts Service in the City's Neighbourhoods.</p> <p>Provide a range of Supports for Artists.</p>	<p>Source additional funds for the Arts Service</p>
Critical Milestones	<p>Arts Services delivered in a more consistent and strategic way.</p> <p>Access to Public Spaces for the Arts significantly increased.</p> <p>Approval for Arts events streamlined throughout the organisation.</p> <p>Arts Service Web page on Dublin City Council Website in place.</p> <p>Information on the new criteria for Arts Service Grants disseminated to the broader Arts community.</p> <p>'Arts Service Information Packs' developed and disseminated.</p> <p>Enhanced transparency, accountability and in-built learning incorporated into the Arts Service Plan.</p>	<p>A Dublin City Arts Forum established through the office of the Lord Mayor.</p> <p>Identify what services are required in terms of a City Museum, Theatre and Music Venue.</p> <p>Continue to support the City Gallery and the proposed City Library.</p> <p>Revitalise the 'Per Cent for Art Scheme'.</p> <p>As a priority provide a rehearsal space for the independent theatre and music sector.</p> <p>Identify and plan for Major Arts Infrastructural Projects.</p> <p>Source additional Development Levy funding.</p> <p>Establish Public Private Partnerships to deliver Arts Infrastructural Projects.</p> <p>Ensure that the Major Arts Festivals are more sustainable.</p>	<p>Develop and manage an 'Arts Capacity Development Programme' for Arts Service Providers. Arts Service providers such as Arts/Youth/Community and Educational Organisations.</p> <p>Develop a model of support and establish a network amongst the Neighbourhood Arts/Youth/Community Centres providing Arts Services.</p> <p>Process and assess Arts Service Grant Applications.</p> <p>Deliver the 'Artists in the Community Programme' in the 5 electoral areas.</p> <p>Develop 3-year business/operational plans for both the Red Stables Studios and the LAB.</p> <p>Provide support for Artists in areas such as Information, Workspaces, Training, Residencies, Bursaries and Mentoring.</p>	<p>It is proposed that the budget necessary to deliver this Arts Service Plan 2006 - 2009 will be rolled-out over the three-year period of the Plan</p> <p>During the 2005/2006 period it is intended that an assistant Arts Officer will be assigned to each of the 5 City Council areas. This will be achieved by recruitment.</p> <p>In order to pump prime development of Arts in the community a new provision in the sum of €200,000 will be provided to support the new arts structure in the 5 areas.</p> <p>Management & Administrative support for the Arts and the Arts Office will be provided by the Environment and Culture Department as appropriate.</p> <p>A sum of €100,000 for Arts Grants is proposed to be added to the existing €350,000 provision.</p> <p>It is noted that the Arts budget should grow throughout the lifetime of the Plan.</p> <p>It is very important to note that the above new financial estimates/costs for 2006 are provisional and are subject to the needs of the overall estimate of the City Council.</p>

1. Introduction - Cllr. Brian Gillen, Chairperson SPC

Dublin City Council adopted its '*Arts & Culture Strategy 2004-2009*' in February 2004. The Strategy represented a sea change in the City Council's approach to its Arts Service. This 'Draft Arts Service Plan 2006-2009' specifies how the strategies will be implemented. It is the result of the deliberations of the Arts Working Group of the Strategic Policy Committee (SPC) for Arts, Culture, Leisure & Youth Affairs.

The role of Dublin City Council, as with all other local authorities, is rapidly changing and developing. Essentially its role is to provide civic and political leadership and to facilitate the development of the area it serves. From an Arts perspective the role of the local authority is similar. The role of Dublin City Council is to provide leadership for the Arts and to facilitate the development of the Arts in the area it serves.

Dublin City Council considers the Arts as an essential service because of the critical contribution the Arts make to the quality of our lives. On a personal level the Arts provide a popular creative outlet and a way of illustrating human excellence. On a community level the Arts enable people to identify with and reflect on their communities. On an economic level the Arts contribute to attracting inward economic investment, increasing tourism numbers and developing skills necessary for today's knowledge society. Skills such as creative problem solving, communications, teamwork and entrepreneurship can all be developed through the Arts.

This Arts Service Plan needs to be both flexible and steadfast. It needs to be flexible and respond to the rapidly changing nature of Dublin City. It needs to be steadfast and adhere to key priorities such as communication, leadership, neighbourhood delivery and additional resources if it is to be fully implemented. Civic and political leadership is critical if this Arts Service Plan is to be realised.

I would like to thank the members of the SPC for Arts, Culture, Leisure & Youth Affairs, and in particular the members of the Arts Working Group, for their contributions to the drafting of this Arts Service Plan. This Draft Arts Service Plan has been approved by the SPC for Arts, Culture, Leisure & Youth Affairs.

This Strategic Policy Committee will monitor the progress of the Arts Service Plan and will make recommendations accordingly

2. SPC Arts Working Group Members

The members of the Arts Working Group of the Dublin City Council Strategic Policy Committee (SPC) for Arts, Culture, Leisure and Youth Affairs are:

Cllr Brian Gillen - SPC Chairperson, Dublin City Council

Ms Tania Banotti - Irish Theatre Forum

Cllr Michael Conaghan - Dublin City Council

Mr Paul Doyle - Irish Museums' Association

Ms Deirdre Ellis-King - City Librarian, Dublin City Council

Cllr Mary Freehill - Dublin City Council

Mr Jack Gilligan - Arts Officer, Dublin City Council

Ms Orlaith Mc Bride - National Association for Youth Drama

3. Arts Service Goals

In order to significantly improve Dublin City Council Arts Service the following goals have been identified.

1. Improve Arts Communication and Information.
2. Provide Greater Leadership for the Arts in Dublin.
3. Deliver a range of Arts Services throughout the City's Neighbourhoods.
4. Enhance the capacity of Dublin City Council Arts Service.

4. Arts Service Priorities

The following priorities have been identified for the Arts Service Action Plan 2006 - 2009.

1. Provide adequate resources for Dublin City Council Arts Service.
2. Ensure that Arts Services are delivered throughout the City's Neighbourhoods.
3. Develop Arts Leadership and Arts Infrastructural Provision.
4. Deliver a more consistent, transparent and streamlined Arts Service.

5. Arts Service Outcomes

1. People, and in particular young people and children, throughout Dublin will be able to easily access and participate in high quality Arts Services.
2. Artists will have improved access to living and working spaces.
3. Dublin will be able to compete favourably on a national and international basis in terms of Arts Services.

4. Dublin City Council will act as a catalyst for Arts development in the Region.
5. Dublin City Council will be seen as a leading-edge local authority in terms of the Arts Service being central to its activities.
6. Improved co-ordination of Arts activities and a clearly defined Arts Policy will be developed within Dublin City Council.
7. Greater economies of scale, synergies and increased added value for the Arts Service will be achieved within Dublin City Council.

6. Arts Communication & Information

Goal 1: Improve Arts Communication and Information.

Action 1: Establish an Inter-departmental Arts Communication Group.

Responsibility: Executive Manager Arts, Arts Officer and representatives from each of the City Council's Departments.

Critical Milestones:

1. Improve communication between the different Departments in Dublin City Council providing support for the Arts.
2. Compile a comprehensive list of all Arts initiatives being supported by the different departments.
3. Develop a clearly articulated and agreed Dublin City Council Arts Policy.
4. Co-ordinate the range of Arts initiatives being supported by the City Council and ensure consistency in approach.
5. Continue to Animate Spaces in the Public Domain and to increase accessibility for the Arts.
6. Streamline approval for Arts events throughout the organisation.
7. Disseminate research findings on Arts Services in other local authorities and identify best Arts Service practice.

Action 2 Develop an Arts Service Information Strategy.

Responsibility Arts Office

Critical Milestones:

1. Develop an Arts Service Web page on the Dublin City Council web-site.
2. Produce a range of Arts Service information brochures and disseminate widely.
3. Ensure that Arts Service information is regularly featured in a range of publications.
4. Disseminate information on the new criteria for Arts Service Grants to the broader Arts community.
5. Explore alternative ways of communicating the Arts in Dublin City.

Action 3: Develop the Arts Service capacity of Staff in Dublin City Council.

Responsibility: Arts Office

Critical Milestones:

1. Develop an 'Arts Service Information Pack' for the Staff Induction Programme.
2. Develop an 'Arts Service Information Pack' for Staff and Management Development Programmes.
3. Present Arts Service updates to the Senior Management Team.
4. Consider a Staff and Elected Members Arts Programme.

Action 4: Evaluate and track the Arts Service Plan.

Responsibility: SPC Arts Working Group (AWG), Executive Manager Arts

Critical Milestones:

1. Develop an action research approach (an ongoing evaluation approach) to track the progress of Arts Plan implementation.
2. Present Arts Service Action Plan progress reports to the AWG.
3. Disseminate the Annual Arts Service Evaluation Report widely.

7. Arts Leadership & Infrastructure

Goal 2: **Provide Greater Leadership for Arts in Dublin.**

Action 1: Establish a Dublin City Arts Forum.

Responsibility: Executive Manager Arts

- Critical Milestones:
1. Establish a Dublin City Arts Forum through the office of the City's Lord Mayor.
 2. In partnership with other stakeholders identify what services are required in terms of a City Museum, City Theatre and City Music Venue / Opera House.
 3. In liaison with the five National Cultural Institutions namely, Museum, Theatre, Concert Hall, Gallery and Library establish if a municipal remit is appropriate and how the relevant parties can collaborate in municipal service delivery.
 4. Continue to support and develop the City Art Gallery, The Hugh Lane Gallery. Support the continued development of the City Art Gallery Outreach Programme.
 5. Support the establishment of a new City Library.
 6. Revitalise and increase the number and the diversity of projects under the 'Per Cent for Art Scheme'.
 7. Brand and market Dublin a 'European City of Literature'.
 8. Support partner agencies in attracting major International Arts Events to Dublin City.
 9. Enhance, with partners, Arts Linkages with the twinned cities of Liverpool, Barcelona and San José CA.

- Action 2:** Develop a range of innovative Arts Infrastructural Projects.
- Responsibility:** Executive Manager Arts, Arts Officer and Regional Arts Network.
- Critical Milestones:**
1. In association with Temple Bar Properties seek to develop, as a priority, the Saint Michael & Saint John Church as a rehearsal space for performing arts in the independent theatre and music sector.
 2. Liaise with the Planning Department in identifying a range of innovative Artist infrastructural projects at the pre-planning stage in the Urban Regeneration Programme. Provision for Artist accommodation, workspace, rehearsal and performance spaces, in areas such as the:
 - (i) North and South Docklands
 - (ii) Poolbeg Peninsula
 - (iii) Heuston Regeneration Area
 - (iv) DIT Site in Grangegorman (NCAD collaboration)
 - (v) Markets Area west of Capel Street
 - (vi) North Fringe Area
 - (vii) OPW properties in Parnell Square
 3. Establish Public Private Partnerships to develop Major Arts Infrastructural Projects.
 4. Seek additional funding for Artist Infrastructural Projects through the community gain initiative in the next round of the Development Levy.
 5. Work with a range of partners to establish sustainable Artist Housing and Workspace Associations.

- Action 3:** Develop and support the Major Arts Festivals in Dublin City.
- Responsibility:** Arts Officer
- Critical Milestones:**
1. Continue to support Major Arts Festivals such as: The Dublin Film Festival, The International Dance Festival, St. Patrick's Day Festival, Dublin Gay Theatre Festival, The Dublin Writers Festival, Bloomsday, Opera Ireland's Spring & Autumn Seasons, The Dublin Theatre Festival and The Fringe Festival.
 2. Facilitate capacity development of Festivals so that they are more effectively managed, more sustainable and continue to develop.
 3. Develop the 'Opera in the Open Programme'.
 4. Work in partnership to develop emerging multi-cultural festivals.
 5. Continue to support The Chinese New-Year Festival.
 6. Consider providing insurance for smaller outdoor Arts events.

8. Arts in the City Neighbourhoods

Goal 3: **Develop and deliver a range of Arts Services throughout the City's Neighbourhoods.**

Action 1: Develop the capacity of Arts Service providers in the City's Neighbourhoods.

Responsibility: Assistant Arts Officers

- Critical Milestones:**
1. Assess Arts Service provision in each of the five electoral areas include information from the Arts & Cultural Mapping Audit.
 2. Develop and manage an 'Arts Capacity Development Programme'. This Programme will provide structured support for Arts Service Providers in the City's Neighbourhoods. Arts Providers such as: Arts, Youth, Community, Educational, and Other Organisations.
 3. Provide introductory 'Arts Workshops' for Youth and Community Leaders.
 4. Provide intensive 'Art Form Training' for Youth Workers, Community Workers, Teachers and others such as Library Staff.
 5. Develop the 'Arts Module' in partnership with the Dundalk

Institute of Technology for the Youth Work Degree Programme.

6. Develop a model of support and establish a network amongst the Neighbourhood Arts/ Youth / Community Centres.
7. Develop an Arts Programme for the City's ageing population.
8. Process and assess Arts Service Grant Applications.

Action 2: Facilitate the direct provision of the Arts Service in the City's Neighbourhoods.

Responsibility: Assistant Arts Officers

Critical Milestones:

1. Develop and manage an 'Artists in the Community Programme'. This Programme will deliver the Arts Service in the City's Neighbourhoods in association with Arts/Youth/Community, Educational and Other Organisations.
2. Establish a panel of Artists in the Community trained in the appropriate range of skills.
3. Continue to run 'Arts Workshops' for amateur Artists.
4. Support a 'Film-Making Week' for young people.
5. Organise and run the 'Sounds like Music Project'.
6. Support local festivals and seasonal events e.g. Summer Projects & Halloween Events.
7. Develop new partnerships in specific Art Forms that need support in local areas.
8. Organise and manage a new Youth Arts Festival.
9. Increase the level of support for Multi-Cultural Arts Projects.
10. Continue to support innovative initiatives.

Action 3: Provide a range of Supports for Artists.

Responsibility: Assistant Arts Officers

Critical Milestones:

1. Complete the Artists & Craftworkers Studios in the Red Stables Raheny.
2. Prepare a 3-year business/operational plan for the Red Stables.
3. Establish the LAB as a centre of support for emerging Artists.
4. Prepare a 3-year business/operational plan for the LAB.
5. Develop the 'Professional Performers Training Programme'.
6. Award 'Artist in Residence Programmes'.
7. Run the 'Artist Bursary Programme'.
8. Facilitate the 'Artists Mentoring Programme'.

9. Arts Service Resources

Goal 5: **Source Additional funds for the Arts Service**

Action 1: **Facilitate the direct provision of the Arts Service in the City's Neighbourhoods.**

Responsibility: Assistant City Manager, Executive Finance Manager, Elected Members.

Critical Milestones: It is proposed that the budget necessary to deliver this Arts Service Plan 2006 - 2009 will be rolled-out over the three-year period of the Plan.

- During the 2005/2006 period it is intended that an assistant Arts Officer will be assigned to each of the 5 City Council areas. This will be achieved by recruitment.
- In order to pump prime development of Arts in the community a new provision in the sum of €200,000 will be provided to support the new arts structure in the 5 areas.
- Management and Administrative support for the Arts and the Arts Office will be provided by the Environment and Culture Department as appropriate.
- A sum of €100,000 for Arts Grants is proposed to be added to the existing €350,000 provision.
- It is noted that the Arts budget should grow throughout the lifetime of the Plan.
- It is very important to note that the above new financial estimates/costs for 2006 are provisional and are subject to the needs of the overall estimate of the City Council.

Appendix A

Key Achievements of Arts Service

1. Established the 'Dublin Writer's Festival', now in its seventh year.
2. Awarded a 'Local Government Centenary Community Initiative Award' (€158.720) to support Common Ground, an arts development organisation working in the Canal Communities of Dublin and the building of Artists Studios in Rialto.
3. Established 'Opera in the Open', now in its fifth year.
4. Developed partnerships with organisations such as the City of Dublin Youth Service and the City Arts to run Arts workshops for young people.
5. Established Cadmus – a 2-year Music Action Research Project, co-funded by The Arts Council. Cadmus focuses on the work of musicians in the Finglas Band, Ballymun Youth Project and the Rialto Day Care Centre.
6. Promoted innovative Temporary Public Art Projects e.g. Café in the Sky, Lady Hare and Dog.
7. Developed an Amateur Arts Training Programme.
8. Organised, in partnership with the Dublin Inner City Primary Schools Initiative, a Drama Training & Mentoring Project for 10 teachers in the inner city.
9. Promoted the development of the Red Stables Artists and Craftworkers Studios.
10. Key Partner in the initiation and development of the 'Dublin Fringe Festival'.
11. Supported the production of 'Dublin 15 - Poems of the City' CD/cassette.
12. Provided seed funding and support for the 'Ballyfermot Ceol Project'.

Appendix B

Examples of Arts Service Partner Organisations

1. Age and Opportunity
2. Axis Arts Centre Ballymun
3. Ceol Music Project Ballyfermot
4. City Arts
5. City of Dublin Youth Service Board (VEC)
6. Common Ground
7. Create
8. Dublin Docklands Authority
9. Dublin Institute of Technology
10. Dundalk Institute of Technology
11. Federation of Music Collectives
12. Forum for Music in Ireland
13. Gallery of Photography
14. Inner City Primary Schools Initiative (Department of Education & Science and Dublin Inner City Partnership)
15. Irish Museums Association
16. Music Network
17. National Association of Youth Drama
18. National College of Art and Design
19. National College of Ireland
20. National Museum of Ireland
21. National Theatre of Ireland
22. National Youth Arts Programme (National Youth Council of Ireland)
23. Opera Ireland
24. Poetry Ireland
25. Scéalta Shamhna
26. Team Theatre Company
27. Temple Bar Properties
28. The Arts Council / An Chomhairle Ealaíon
29. The Digital Hub
30. Theatre Forum

Appendix C

Examples of Community Projects supported by the Arts Service

1. AOSOG Children & Family Project- Manor St.
2. Ballybough Youth Project.
3. Ballyfermot Youth Service.
4. Ballymun Regional Youth Service.
5. Beggars Bush Public Art Project.
6. Bluebell Youth Project.
7. Cabra Youth Service.
8. Canal Road / Ranelagh Road Public Art Project.
9. Charlemont Youth Project.
10. Cherry Orchard Youth Service – Equine Centre.
11. City Quay Youth Samba Project.
12. Darndale / Belcamp Youth Project.
13. Donnycarney Youth and Community Centre.
14. Donore Avenue Youth Project.
15. East Wall Youth Development Group.
16. Finglas Public Arts Project
17. Grange Road Public Art Project.
18. Gurteen Youth Centre.
19. Kilbarrack Youth Project.
20. Kilmore West Youth Project.
21. Lourdes Youth & Community Service.
22. Markets Area Youth Service – Green St.
23. MOST Project- O’Devaney Gardens.
24. Nicholas Street Public Art Project.
25. Pearse St. Afterschools Project.
26. Poplar Row, Ballybough Public Art Project.
27. Priorswood Youth Project.
28. Rialto Youth Project.
29. St. Agnes Road Crumlin Public Art Project.
30. St. Andrew’s Resource Centre.
31. St. Michael’s Parish Youth Project.
32. Stoneybatter Youth Service.
33. SWAN Youth Project – Amiens St.
34. SWICN Youth Project.
35. Thomas Street Public Art Project.

Appendix D

Arts Service Staff Roles

In order to develop the capacity of the Dublin City Council Arts Service it is recommended that a small number of additional appointments are made, namely An Executive Manager Arts, 5 Assistant Arts Officers (3 posts already approved plus 1 Youth & Community Officer in place) and 2 additional Administration Staff. The following are suggested roles for staff in the Arts Service.

1. The role of the Executive Manager Arts is to:
 - (i) Develop the Arts Service strategically - work with the Strategic Policy Committee & Arts Working Group.
 - (ii) Initiate Major Arts Infrastructural Projects -identify projects, source funding, facilitate the development of Artists Associations and establish Public Private Partnerships.
 - (iii) Establish and manage the Arts Communication Group - develop the Dublin City Council Arts Policy.
 - (iv) Establish a Dublin Arts Forum.
 - (v) Develop the Neighbourhood Arts Programmes - Capacity Development & Artist in the Community.
 - (vi) Evaluate and track the implementation of the Arts Service Plan.

2. The role of the Arts Officer is to:
 - (i) Manage the Arts Office - supervise staff in the Arts Service.
 - (ii) Develop and oversee the delivery of the Neighbourhood Arts Programmes - Capacity Development & Artist in the Community.
 - (iii) Manage the 'Per Cent for Art Scheme'.
 - (iv) Develop and support Major Arts Festivals.
 - (v) Develop and deliver the Arts Information Strategy.
 - (vi) Managing a number of key Arts projects - support emerging initiatives
 - (vii) Promote the Arts Service - increase the knowledge and Arts Service capacity of staff within Dublin City Council.

3. The role of the 5 Assistant Arts Officer is to:

- (i) Carry out a Neighbourhood Arts Analysis in the 5 electoral areas drawing from the information in the Arts & Cultural Mapping Audit.
- (ii) Develop, manage and deliver the 'Neighbourhood Capacity Development Programme'.
- (iii) Develop, manage and deliver a 'Neighbourhood Artists in the Community Programme'.
- (iv) Deliver the range of Artist Supports including Information, Residencies, Bursaries and Mentoring.
- (v) Process and assess local Arts Grant Applications.
- (vi) Manage a number of key projects such as: The Red Stables, the LAB, the Network of Centres providing Arts Services.