



# Making Great Art Work

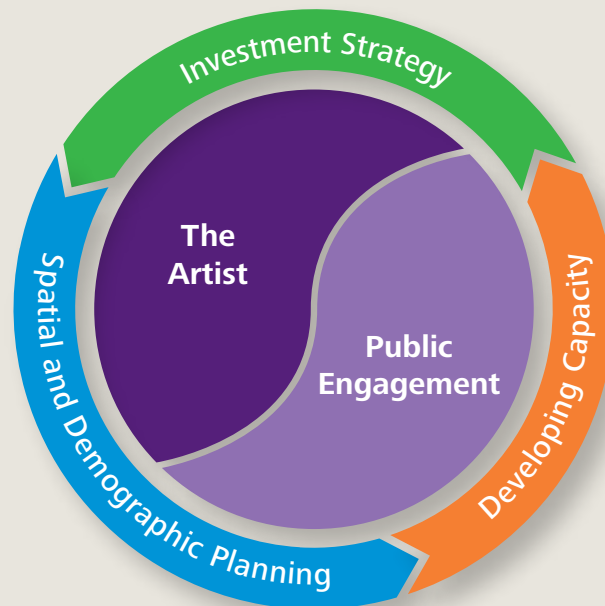
## Three-Year Plan 2017–2019



## Introduction

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*Making Great Art Work* plots the coordinates for the development of the arts in the decade 2016–2025: this plan describes the investment strategies, projects and programmes we will prioritise during 2017–2019 and sets out the achievements and milestones we have set ourselves over this period.



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# A Plan of Significant Change

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## Priorities

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This Three-Year Plan marks a significant change for the Arts Council. In it we outline a model of strategic investment which responds to the changing nature of artistic practice and engagement with the arts in Ireland. This plan outlines the initial sequence in which we will:

- review and enact new models of investment in the work of artists and arts organisations;
- develop partnerships both within and outside the arts sector to build greater public engagement in the arts;
- measure the effects of our investment;
- develop our capacity to support and renew the arts sector.

# A Plan of Significant Change

## Actions

We will restructure our systems and services to create new opportunities for artists and arts organisations to make excellent work.

We will increase opportunities for more people to engage in the arts, particularly communities for whom access to the arts is difficult.

We will review and rationalise existing grant programmes and awards.

We will implement new grant programmes and awards.

We will advocate and champion the fair and equitable remuneration of artists and we will introduce a range of actions over the next three years that will deliver this.

We will measure the impact of our investment in the arts.

We will work with our partners to develop evidence-based resources which better and more effectively gather and analyse data.

We will use this data so that we and the arts sector can better advocate for the place of the arts in Irish life.

We will develop opportunities for artists, arts organisations and the communities in which they work by strengthening our partnership with Local Government via formal agreements.

We will develop new strategic partnerships to strengthen the connections between the arts and prioritised communities.

We will continuously engage with artists, arts organisations and wider stakeholders across government and civic society.

We are confident that this plan will enable us to make more of the powerful and central place of the arts in Irish life. We know too that we will only achieve the ambitious goals we have set for ourselves and the arts sector by working together with the resources available to us. We hope that this Three-Year Plan clearly demonstrates our intent and our resolve to deliver for artists, organisations and the public.

This Three-Year Plan outlines how these priorities and actions will lead to new Arts Council projects and programmes in each of our priority areas: The Artist, Public Engagement, Investment Strategy, Spatial and Demographic Planning and Developing Capacity.



## The Artist

Artists are supported to make excellent work that is enjoyed and valued

### Actions 2017–2019

- Identify the different kinds of support needed by artists at key stages in their careers to sustain productive and economically viable careers.
- Place emphasis on the fair and equitable remuneration of artists at all stages of their careers in our investment strategy, funding programmes and working relationships.
- Make a demonstrated commitment to advancing the living and working conditions of artists central to funding agreements we develop with organisations.
- Recognise the value of international practice and relationships, and support those who pursue such opportunities.

### What we will have achieved?

- Our investment strategy, programmes and supports for artists will be aligned to *Making Great Art Work*.
- The value of our investment in artists will be visible in our advocacy and promotional work.
- We will have re-balanced our supports to individual artists by prioritising support to emerging and mid-career artists.
- Artists will be better and more fairly remunerated for their work.
- Research and analysis into the living and working conditions of artists will have influenced our supports to individual artists.
- Artists and their representative organisations will report positively on our initiatives and actions to improve artists' remuneration.
- Artists and organisations will have increased the international dimension of their practice.

### To deliver these actions we will:

- Introduce **formal investment agreements** with organisations that ensure the fair and equitable remuneration of artists. This will become a condition of funding from **2019**;
- Identify gaps in our investment in artists and adjust our investment strategies and criteria, paying particular attention to **emerging** and **mid-career artists** from **2017**;
- **Increase our investment** and award levels in bursaries, mentorships and residencies across a range of settings from **2017** to create more and better opportunities for **artists**;
- Develop a bursary scheme for **emerging artists** from **2017**;
- Pilot a number of residencies in **non-arts/business sectors** from **2018**;
- Embed international benchmarks, and the ambition to work with international audiences and partners, in our programmes and supports for artists from **2018**;
- Introduce a **fund** to support artists and organisations to work internationally from **2018**;
- Continue to support work of ambition, collaboration and experimentation in a range of settings through the **Open Call Programme**;
- Measure the **impact and outcomes** of our investment in artists and use this information to advocate the value of their work from **2018**.



# Public Engagement

## More people enjoy high-quality arts experiences

### Actions 2017–2019

- Work with arts organisations to grow and diversify the range of people who engage with the arts as audiences and participants.
- Establish a framework to support research, resource development and professional training in public engagement.

- Develop and pilot strategic initiatives which create opportunities for increased engagement in the arts by particular communities.

- Incorporate our commitment to young people into the mainstream of decision-making.
- Work with others, including Local Government and the Department of Education and Skills, to support the provision of excellent arts experiences for young people.

- Work with a range of stakeholders to ensure a more joined-up approach to how people engage with the arts.

### What we will have achieved?

- Arts organisations will better understand audience engagement and work to meet targets established for growing and diversifying audiences.
- We will have defined a set of measures by which to monitor the outputs and outcome of our investment in public engagement.
- The value of our investment in public engagement will be visible in our advocacy and promotional work.
- Our investment strategy, programmes and supports for public engagement will be aligned to *Making Great Art Work*.

- Communities and sectors not previously engaged with the Arts Council will be helping to pilot and evaluate new initiatives which increase participation in the arts.

- Our work with children and young people will be prioritised across all of our arts areas.
- In areas where we target our investment, advocacy and related initiatives, children and young people will feel included in the cultural life of their community, and have a positive and rewarding experience of the arts.

- Our relationship with Local Government will be strategic and targeted.
- Formal agreements with other cultural providers in Ireland will ensure greater coherence in work done in partnership.



### To deliver these actions we will:

- Embed public engagement in **formal investment agreements** with organisations and partners. This will become a condition of funding from **2019**;
- Establish a number of **strategic partnerships** in **2017** with communities for whom access to the arts is difficult;
- Introduce a programme to support the arts sector to **grow and diversify audiences** and participants across all areas of the arts in **2017**;
- Increase our investment and prioritise our commitment to **children and young people** across all art forms from **2017**;
- Introduce a new programme as part of the **Framework for Collaboration** with Local Government in **2018**, specifically advancing children and young people's provision, cultural diversity and arts and disability;
- Continue to advocate full implementation of the **Arts in Education Charter**;
- Increase our investment in **small festivals** from **2017** to support greater participation in the arts throughout the country;
- From **2019**, increase our investment in organisations whose **collaborative arts practice** develops public engagement in the arts;
- Agree a **Memorandum of Understanding** with RTÉ, and other cultural institutions, which will increase public engagement in the arts from **2017**;
- Commission **longitudinal research** to measure levels of participation in the arts and assess the impact of the arts on people's lives in **2019**.



# Investment Strategy

## Public monies are invested effectively to realise Arts Council priorities

### Actions 2017–2019

- Develop and implement an investment strategy to incorporate *Making Great Art Work* priorities and objectives.
- Review our funding programmes, schemes and initiatives to fully embed *Making Great Art Work* priorities.

- Develop and pilot the use of formal investment agreements with key arts organisations.
- Develop and implement formal agreements with strategic partners.

- Develop our internal processes and work with others to improve measurement of the outcomes and impact of our investment.

- Support the work of independent artists and incentivise experiment.

### What we will have achieved?

- Our stakeholders will be aware of how *Making Great Art Work* is embedded in our investment strategy and funding decisions.
- Our new investment programmes, schemes and initiatives will be aligned to *Making Great Art Work*.

- There will be a better understanding for the Arts Council, arts organisations and partners on how formal agreements can strengthen relationships and deliver on shared objectives.
- Formal agreements will be in place with key partners, including Local Authorities.

- New processes will be implemented to improve our monitoring of the outcomes and impact of our investment.
- The Arts Council will have the knowledge, capacity and confidence to articulate the outcomes and impacts of its investments across a range of criteria.
- The value of our investments will be visible in our advocacy and promotional work.

- Proportionate investment will have been made in the work of independent and emerging artists and groups.

### To deliver these actions we will:

- Introduce **formal agreements** with existing and new strategic partners that assist in clarifying our shared responsibilities as well as identifying areas for collaboration from **2018**;
- **Review and rationalise** the number of current funding programmes in line with best international practice. This work, which will streamline the supports available to artists and arts organisations, will commence in **2017**;
- Increase our **investment in non-recurring** support for artists from **2017**;
- **Pilot funding agreements** with arts organisations to support delivery of the Arts Council's strategic goals under the two headings of The Artist and Public Engagement in **2018**;
- Design and pilot a **new measurement framework** in **2018** in partnership with artists and organisations in order to understand better and report clearly on the outcomes of our investment. The measurement framework will be informed by the 'Five Considerations' from *Making Great Art Work* and the *Value for Money and Policy Review of the Arts Council* published by the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs in 2015;
- Introduce **multi-annual funding** on a pilot basis to a number of organisations and individual artists from **2018** linked to the measurement framework.



# Spatial and Demographic Planning

## Well-planned arts provision benefits people across Ireland

### Actions 2017–2019

- Develop our capacity to access, analyse and utilise spatial and demographic information to ensure more strategic distribution of support and resources.
- Integrate spatial and demographic considerations into our investment strategy.
- Use *A Framework for Collaboration - An agreement between the Arts Council and the County and City Management Association* as the basis for our on-going relationship with Local Government.
- Review our funding to venues and introduce a new investment approach.

### What we will have achieved?

- Our advice, advocacy and investment decisions will be informed by reliable evidence and a sound understanding of people and places.
- Partners and stakeholders will look to the Arts Council as a resource for spatial and demographic expertise.
- Our relationship with Local Government will be embedded in our systems and structures and evidenced in our advice, planning and decision-making across the organisation.
- Our relationship with individual Local Authorities will have been strengthened through partnership agreements and programmes.
- A clear strategy for selective and sustainable support for venues will have been delivered.

### To deliver these actions we will:

- Introduce **formal agreements** with individual **Local Authorities** from **2017** to assist in clarifying our shared and individual responsibilities in the context of regional and local planning and the national perspective of the Arts Council;
- **Review** our existing funding relationships with **venues** from **2017** in partnership with Local Government;
- Introduce a **new investment approach for venues** from **2018** using the following criteria: spatial and demographic analysis, quality of artistic programming, levels of public engagement and partnerships, and economic sustainability;
- In partnership with Local Government, pilot a new **Creative Place Programme** in **2018** which draws on the work of artists and arts organisations to animate local communities;
- Develop a shared approach to **measuring the impact of public investment** at a local level in collaboration with Local Government in **2018**;
- Develop our capacity and expertise to access, analyse and utilise **spatial and demographic data** drawn from public sources – particularly census data and data gathered from our new measurement framework.



## Developing Capacity

The Arts Council and the arts sector have the knowledge, skills and inventiveness to realise this strategy

### Actions 2017–2019

- Put in place the structures and systems, and acquire the knowledge and expertise, to ensure the Arts Council can deliver *Making Great Art Work*.

- Develop a communications strategy to more effectively promote the arts, the work we invest in and the impact of our investment.

- Advance programmes and partnerships that develop capacity within the arts sector to:
  - grow and diversify audiences and increase public engagement in the arts;
  - report on the outcomes of their work;
  - broaden their income base.

### What we will have achieved?

- The Arts Council will be better prepared and resourced to deliver on the full breadth of its remit as the national development agency for the arts and this will be evident in:
  - the roles and responsibilities of our workforce;
  - the knowledge and expertise to which we have access;
  - our processes, procedures and corporate governance;
  - the capacity of our IT systems.
- Our promotional work, our web site and social media channels will tell new stories about the work of artists and arts organisations, the excellence of that work and its relevance to people's lives.
- The developmental functions of the Arts Council will be central to its remit and will be acknowledged and valued by the arts sector.

### To deliver these actions we will:

- Build our **expertise** in the areas of research, measurement, spatial and demographic analysis, and corporate governance;
- Review our current **organisational structure** and **internal capacity** in **2017**;
- Develop a **workforce plan** which reflects the full breadth of our remit and the changing external environment affecting the arts;
- In **2017** implement a **promotional campaign** in partnership with the sector on the intrinsic and societal impact of the arts in Irish life;
- Continue to assist arts organisations to **broaden** their **income sources** by supporting and developing fundraising capacity from **2017**;
- Increase investment in our **ICT and information management systems** and capacity from **2017** to ensure we can effectively and consistently track and report on our investments across a range of measures and categories to advocate better the value of the arts and the work of artists;
- Support artists and arts organisations to **collect and share better information** about the impact and value of their work;
- Develop and pilot a new **measurement framework** in partnership with artists and organisations in **2018** to understand better and report clearly on the outcomes of our investment;
- Continue on an annual basis regular **direct dialogue** with artists, organisations and broader stakeholders across government and civic society to understand better the context we work in and the external influences affecting the arts.

