Culture and Creativity Strategy 2018 - 2022
Waterford City and County

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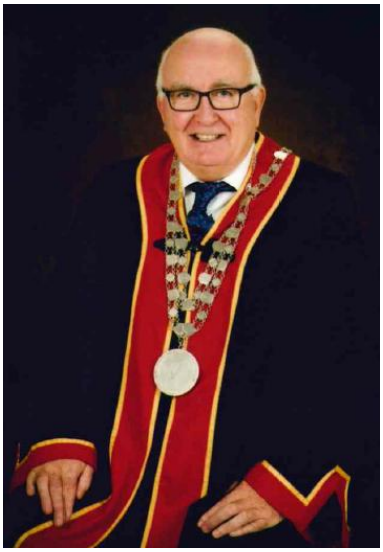
Mayor's Foreword



As Mayor of the City and County of Waterford I welcome the development of Waterford's Culture and Creativity Strategy 2018 – 2022. This strategy forms part of the Irish Government's Creative Ireland programme, which seeks to encourage everyone in our society to realise their full creative potential and aims to put culture at the heart of all government policies.

Waterford's Culture and Creativity Strategy is Waterford's statement of strategic intent in delivering the Creative Ireland vision in our county and a plan outlining how our strategic priorities will be approached and implemented over a five-year period commencing 2018.

This strategy has at its heart an approach to culture-led development in the county and specifically to fulfilling Waterford City and County Council's mandate of Enabling Creativity in Every Community. The strategy provides an opportunity for Waterford to align its existing individual strategies which each have a cultural element including: arts, heritage, libraries, archives, etc and brings an opportunity for shared learning across the City and County Council through the formation of a Creative Ireland Culture Team locally.

I look forward to seeing the outputs of this strategy reap dividends locally and for all citizens across Waterford County, in the coming months and years.

Cllr. Pat Nugent
Mayor of the City and County of Waterford

CHIEF EXECUTIVE'S FOREWORD

Waterford has a strong cultural sector with internationally recognised and award-winning festivals, events and activities. Waterford City and County Council has shown significant leadership in cultural development for many years, recognising the value of culture and creativity as both central to the well-being of our citizens and in driving the economic fortunes of the region into the future. This includes support of large-scale cultural developments including the Viking Triangle, Waterford Museum of Treasures, Garter Lane and the Waterford Greenway. Other key initiatives include, our leadership of the Three Sisters European Capital of Culture 2020 Bid, development of a Regional Cultural Strategy, current plans to develop a Cultural Quarter in the O'Connell Street area of Waterford City. These initiatives are underpinned by the arts, heritage and libraries strategies for Waterford City and County. We are a county which invests in the culture as an embedded part of our planning process; a 'place where culture is valued and resourced to improve the lives, opportunities and prospects for all'[1].

The Creative Ireland Programme is built around themes of identity, culture and citizenship with core operating principles of Collaboration, Communication, Community, Empowerment and Global Reputation. Local authorities have a crucial role in the overall local delivery of the Creative Ireland programme and are mandated, through their Culture Teams, to deliver Pillar 2 of the programme – ***Enabling Creativity in Every Community****.*

Since April 2017 the Waterford Creative Ireland Culture Team has carried out an extensive process of engagement, exploration, consultation and analysis with key stakeholders and the wider community to arrive at the strategic priorities for cultural development as outlined in this document. Our Cultural and Creative Strategy is intended to support the further development and enrichment of the delivery of the Creative Ireland programme for Waterford through the implementation of a series of annual delivery plans which will enable further unique collaborations and events to take place locally across the county.

We look forward to an enriched cultural landscape in Waterford by 2022 and to sustaining, developing and enhancing our city and county's cultural expression in line with the Creative Ireland vision

Michael Walsh
Chief Executive Waterford City and County Council

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[1] *Re-imagining Our Region* - Bid Book, Three Sisters 2020 European Capital of Culture Bid. .P.10.

[2] *Waterford Heritage Plan – People and Place (2017 – 2022)*

Culture and Creativity in Waterford

Waterford is a location rich in culture and heritage from its establishment as the site of the first city in Ireland, founded by Viking traders in the 9th century. A place recognised globally for its manufacture of crystal and glass, its Irish language heritage (being one of the few Gaeltacht areas remaining in the country) and its strong festivals and a street art culture. It is a place where engagement and participation in cultural activities forms a backdrop to people's lives from local theatre production, visual and literary arts to the involvement of its citizens in professional and non-professional arts practice. Developing the cultural landscape in the county are a team of local cultural agents, operating as part of the local authority structure, supporting a wider cohort of cultural managers, practitioners, educators and audiences and delivering the framework for culture and creativity across Waterford.

This rich cultural tapestry of the location crosses traditional and contemporary cultural forms, offering a range of high quality large-scale international festivals alongside multiple smaller scale and community-run festivals in towns and villages across the county. These festivals provide platforms for connecting people and ideas and are borne of communities of practice, where amateur activities in rural and urban areas have spawned international excellence. Spraoi Festival is singularly interesting in this regard, not least of which because of its international acclaim but also in its delivery of a festival which draws on a collective imagination and creativity of its people annually; its recent collaborative development with Garter Lane Arts Centre in the delivering of SprOg children's festival developing a grass-roots response to the development of innate creativity and culture of its youth population.

Waterford is a location which concerns itself with both people and place; where access and understating of its heritage is seen as central to wellbeing of its people and a focus for cultural development; its Heritage Plan[2] providing a vision to increase access to, and engagement with, all aspects of heritage in Waterford. From embracing its built and natural landscape, biodiversity to its UNESCO Geopark on the Copper Coast and the new Waterford Greenway it promotes appreciation and enjoyment of its shared heritage as a means to improving the quality of life and wellbeing of its citizens.

[2] *Waterford Heritage Plan – People and Place (2017 – 2022)*

Figure 1 - Garter Lane Theatre - Gateway to culture and creativity

Waterford Arts Service supports local arts development with two dedicated Arts Officers serving both the city and the county in tandem. The Arts Service connects and supports artistic endeavour in the county with the county Arts Plan[3] delivering on three core themes of (a) participation and access; (b) support for artists and (c) identity and place as its focus. Its core objectives lie in providing funding, enhancing capacity in the arts and cultural sector and promoting and supporting public art. In so doing it looks outwards to international models of practice, partnering regionally, locally and nationally to deliver on its strategic agenda. Waterford city is home to a broad church of arts provision including the Garter Lane Arts Centre and Studios, Waterford Museum of Treasures, Waterford Walls, Waterford Youth Arts, GOMA Gallery amongst others. Waterford is also a pioneer for arts, health and wellbeing, with a track record of long-term partnership and programming in hospitals, care settings, community spaces and in the home, specifically through the Waterford Healing Arts Trust.

Figure 2 - Well Festival 2014 - Best Foot Forward[4]

The county is home to a vibrant library service, with programmes which assist the development of creative communities through an intergenerational approach to learning encompassing all age ranges. It facilitates connected communities through events and opportunities offering access to public spaces throughout the county, providing resources,

[3] *Waterford Council Arts Strategy 2016-2021*

[4] *Courtesy www.artsandhealth.ie*

activities and materials to enhance leisure. In partnership with other local services it delivers core programmes which include; writer-in-residence programmes, a Reading and Children's Book Festival, multi-disciplinary cultural programmes, social inclusion programmes and activities and access to culture via archives, heritage, local studies, publications, promotion, online resources etc.

It is a county rich in linguistic diversity. 'Gaeltacht na nDéise' in Waterford is one of seven Irish-speaking areas in Ireland where our linguistic heritage and its importance are proudly and passionately promoted. Consisting of two coastal parishes, An Rinn and An Sean Phobal, our native language is spoken as a living, community language alongside its associated cultural traditions of music, song, dance and storytelling. This linguistic culture runs through the cultural development agenda finding opportunities to connect our native language with the linguistic cultures of new communities in the county.

The City and County Council recognising the benefit of an embedded culture-led agenda in improving the lives of its citizens, has led the way in cultural development from the local to the international. In recent times Waterford led a bid to become the European Capital of Culture 2020; delivered Ireland's first Regional Cultural Strategy[5] (with partners in Kilkenny and Wexford) and has recently developed a plan for culture-led regeneration through the development of a plan to deliver a Cultural Quarter in Waterford City, supporting the development and retention of creative and cultural talent.

The Regional Cultural Strategy provides the bedrock for cultural and creative development in the region, with three priority areas which resonate with Waterford's Creative and Cultural Strategy:

- A Creative and Cultural Economy Programme – supporting the development of sustainable audiences for culture, developing the festival economy and building capacity at local level to support the creative industries sector in particular.
- Culture –led social development – which responds to Waterford's leadership in the Arts and Health space, embedding citizens in inclusive planning and programming for culture and creating supports for creatives in both rural and urban settings.
- Urban and Rural Regeneration Programme – delivering on physical regeneration projects which support cultural development

This Culture and Creativity Strategy has been developed to align with this backdrop of provision, serving to amplify and connect cultural development for Waterford's people into the future.

[5] *Better Together, Three Sisters Regional Cultural Strategy 2016-2025*

Figure 3 - Comeragh Wild Festival - Comeragh Mountains

The Creative Ireland Vision for Waterford

The Creative Ireland Programme is the Government's Legacy Programme for Ireland 2016 – a five-year initiative which places creativity at the centre of public policy. It is a culture-based programme designed to promote individual, community and national wellbeing. Its vision is:

> 'That every person living in Ireland will have the opportunity to fully realise his or her creative potential'

The programme is the main implementation vehicle for the priorities identified in the Government's policy document, Culture 2025 – Éire Ildánach[6] which states that arts and culture are intrinsic to the Irish State, acknowledges the need to increase access to, and participation in the arts, boost our creative industries, and preserve our heritage with a particular focus on language, landscape and the environment.

The Creative Ireland Programme is built around themes of identity, culture and citizenship with core operating principles of Collaboration, Communication, Community, Empowerment and Global Reputation. This Strategy sets out the plan for Waterford in this

[6] **Culture 2025 – Éire Ildánach** A Framework Policy to 2025. Dept of Arts, Heritage, Regional, Rural and Gaeltacht Affairs. 2016

national initiative. It outlines our priorities for cultural and creative development, resonates with the core values of the Creative Ireland Programme nationally and focuses on delivering Waterford's vision to;

> 'Create a cultural and creative ecosystem in Waterford which builds on existing core strengths, increases cultural competency across the county to develop and deliver programmes reflective of community needs, and provides opportunities for access, participation and engagement in culture and creativity for all citizens.'

Since Creative Ireland's inception in 2017 Waterford's Culture Team has developed new working practices which deliver an integrated approach to cultural development in the county. Working in concert they have developed collaborative programmes between functional areas in Waterford City and County Council which maximise opportunities for shared resourcing, marketing and communications across culture and the creative industries. The team played a key role in the development of this strategy, informing the public consultation process, working with local communities to hear their views on how the local authority can enable creativity locally and coming together to identify the strategic priorities outlined in this document and the mechanisms for their successful delivery over time. They will continue to deepen this working relationship over the duration of the programme, ensuring a cohered approach to cultural support, development and programming, which reflects the objectives of relevant existing plans and strategies for the county and the Creative Ireland vision.

The Creative Ireland Values in Waterford

Like the Creative Ireland programme which focuses on the themes of identity, culture and citizenship, Waterford's Cultural and Creative Strategy has at its core an understanding of the intrinsic value of culture to a progressive society and the right of all its citizens to participate in cultural activity in the county. It references the importance of cultural heritage and the Irish language alongside the creative expression and cultural identities of new communities which enhance and enrich its cultural landscape. It presents a framework for developing cultural competencies in its people, enabling them to design, develop, deliver and sustain events, activities and programmes which reflect their needs at local, national and a global level. It reflects the views of the Culture Team, key stakeholders and the wider public in consideration of what is required for a cultural and creative ecosystem to flourish in Waterford.

The Creative Ireland programme principles of Collaboration, Communication, Community, Participation, Inclusivity and Empowerment form the foundation for this document. The following paragraphs outline how these principles are reflected in the strategy:

Collaboration	Development of new work practices for shared resourcing, (e.g. additional local venue use for cultural purposes) and cross-functional programme development (e.g. *The Field–Names project* and *Bring Your Own Chair)* between the different cultural agents who make up the Culture Team in Waterford.
Communication	Developing awareness of the Creative Ireland programme across Waterford is a core commitment of the Culture team locally. Their commitment to building a comprehensive communications model as part of the programme will create greater visibility of programme supported by the initiative and opportunities for engagement with the programme. It will in addition create a single point of focus for creative and cultural programme development across the different local authority functions which deliver culture-related services.
Community	By community we mean all communities across the county from artistic and cultural players and managers to cultural attendees, Irish language communities, children young people and new communities who call Waterford home. We have focussed our strategic agenda on enabling communities to come together to amplify their cultural capacity, by building a programme to develop competency in cultural planning and development and to provide funding supports for identified programmes and cultural activities and events.
Participation	A key output of the success of the Create Ireland programme locally will be evidence of increased cultural participation both at local and county level. All programmes will have a cultural participation element.
Inclusivity	The value of inclusivity already forms a core element of local programme development in Waterford. The Social Integration Unit in the city alongside the Waterford Area Partnership work in tandem to ensure that inclusivity is given expression in all relevant supports and programmes. These agencies formed a core part of the European Capital of culture Bid process and are also involve dint he current development of a plan for a Cultural Quarter for Waterford. Continued collaborative working with these agency partners will ensure that inclusion remains central to the Creative Ireland programme agenda.

Empowerment	Waterford's Culture Team through this strategy is seeking to empower local communities to enhance their way of life through cultural expression. The development of the cultural competency programme will empower local people to 'own' their cultural programming, to work together to identify their own local plan for culture, reflecting their local needs in the context of the wider development of culture and creativity in the county.

Figure 4 - Tionól Niocláis Tóibín

Strategic Priorities for Waterford

Waterford's strategic priorities have been developed from the outputs of the consultation and engagement process and an understanding of the cultural landscape in Waterford via creative mapping which commenced during the European Capital of Culture bid process in 2015. The process delivered responses which enabled the team to develop the list of priorities outlined below. These priorities are not mutually exclusive. There are inherent inter-linkages which serve to deliver a lattice of supports for cultural and creative development and expression.

Figure 5 - Spraoi International Street Art Festival – In production

The priorities specifically address Pillar 2 of the Creative Ireland national framework of **enabling creativity in every community** but also overlap with the other pillars via delivery mechanisms and enhancement of existing cultural programmes and developments in the County. Some relevant examples are outlined below:

Pillar	Creative Ireland Programme Element
Enabling the Creative Potential of Every Child	Working with Music Generation in Waterford to deliver a Creative Ireland supported event annually.
Investing in our Creative and Cultural Infrastructure	Development of a Cultural Quarter for Waterford and implementation of the Regional Cultural Strategy. Developing programmes for cultural development with WIT and WWETB as part of the WCQ development.
The Creative Industries: Ireland as a	Assisting the development of opportunities for creative

Centre of Excellence in Media Production	industries incubation and activation in the Waterford Cultural Quarter. Potential opportunities for development programme in the Irish language with Nemeton TV etc.
Unifying our Global Reputation	Presenting opportunities for engagement with international partners through the EU 'Creative Spirits' programme and development of an annual International Seminar programme.

Priority 1: Cultural Competency Development Programme

Overview

This priority focuses on enhancing cultural competencies across the region reflecting Waterford's objective as a 'Learning City'. The public consultation process highlighted a desire for people to have access to cultural provision locally. Responding to this need the Culture Team will develop a programme of shared learning, facilitated workshops with cultural and creative experts to enhance cultural competencies in Waterford city and county.

This programme will enable local communities to develop their own cultural capability, to plan, programme, produce and manage cultural activity and events locally to enhance the fabric of life locally. This is turn will help to develop greater inclusivity in communities, reflect specific identities and cultures in different areas of the county (e.g. Irish language in Gaeltacht areas, natural heritage along coastal regions etc), address issues around travel from rural areas to the city – where culture is normally produced – and builds local audiences for culture and creative engagement, providing naturally connectivity with the wider cultural ecosystem across the county.

Actions:

1.1. Develop a 'Creative Communities' programme framework to support the development of cultural events and activities in local communities
1.2. Present an Open Call to communities for participation in the 'Creative Communities' programme which will provide experts to work with community players locally to help identify, design and develop their local programmes for creativity and culture and provide assistance in seeking funding under the Creative Ireland Annual Programming Fund
1.3. Develop a Creative Communities Toolkit and deliver workshops to assist local, sustainable cultural and creative development.
1.4. Utilise existing cultural players to enhance understanding and capacity for development and management of cultural programming locally through the development of a 'Cultural Mentor' programme supported by Waterford Local Enterprise Office.

Priority 2: Creative Ireland Highlight Events

Overview: The Creative Ireland Culture team will meet annually to develop and present a series of high–quality cultural events and activities which link thematically to the local context for cultural and creative development across the arts, heritage, libraries and museums plans, the WCQ plan and the Regional Cultural Strategy and in collaboration with other key cultural and creative agencies in the county.

This programme area will be multi-faceted and reflect the core vision of the Creative Ireland programme in a local context. It will build from the initiatives delivered for the programme in 2017, the outputs from the consultation process, and delivering the creative development agenda in Waterford.

Actions: Examples might include:

2.1. Work in concert with the Libraries Service / Heritage to develop an oral histories programme for communities across Waterford.
2.2. Further develop and expand the 'Place Names' project for local schools exploring opportunities for creative engagement for children and young people in school settings.
2.3. Work with Music Generation Waterford to deliver an annual showcase event
2.4. Annual Creative Event / Seminar – following on from Glass Industries Seminar in 2016 – particularly in area of festival economy development including street theatre and spectacle.
2.5. Work with WCQ to develop an annual 'Creative Lab' series – to share learning and develop innovative ideas for cultural and creative development between practitioners and managers.

Priority 3 Creative Ireland Programming Fund

Overview: An annual funding call for local communities to plan, develop, manage and present cultural programmes locally which are supported by the Creative Ireland programme.

Actions:

3.1. Develop funding call application with structured guidelines for the development of programmes which reflect a sense of place, identity and culture; build on historical context of local theatre/drama, literature, heritage, language etc or are innovative in their presentation reflecting a new and vibrant creative community in Waterford.
3.2. Deliver local workshops – in conjunction with the Creative Communities Toolkit Workshops to ensure understanding of funding call locally.
3.3. Present opportunities for enhanced programme development to support the festival economy locally and across the region.

Figure 6 - Dungarvan Castle Re-enactment

Priority 4: Programme Communications

Overview: Develop a communications model which builds awareness of the Creative Ireland programme across the county and specific programmatic elements which enhance access, participation and engagement with culture and creativity.

Actions:

4.1. Further develop internal communications between members of the Culture team to ensure timely visibility of opportunities for collaboration and project development

4.2. Develop a communications framework to ensure a single point of contact for all Waterford Creative Ireland programmes

4.3. Provide clear branding guidelines for projects funded as part o the Creative Ireland initiative

4.4. Use of a blend of traditional and social media to deliver Creative Ireland message an programmes across the county (specifically in the use of local radio, social media and Waterford in Your Pocket

Priority 5 Programme Resourcing and Evaluation

Overview: Develop a working arrangement to maximise opportunities for shared resourcing to enhance the Creative Ireland programme

Actions:

5.1. Identify opportunities for shared use of spaces locally for cultural engagement and activities – e.g. Arts offices, libraries out of hours etc.
5.2. Culture team to meet quarterly to discuss core programme development agenda again to maximise opportunities for inter-linkages between other cultural organisations and programmes which can be supported through the Creative Ireland programme.
5.3. Provide part-time programme admin resource for CI programme management
5.4. Work with WIT Humanities to carry out baseline research into current audience trends for cultural participation and engagement
5.5. Work with WIT Humanities to carry out research on impact from CI programme delivery on audiences' participation and engagement with CI programmes.

Figure 7 - Joe Caslin - Waterford Walls 2017

Implementation

Priorities	Programme Elements and Actions	Responsibility	Year of Delivery				
			2018	2019	2020	2021	2022
Priority 1	**Cultural Competency Development Programme**						
1.1	Develop a 'Creative Communities' programme framework to support the development of cultural events and activities in local communities	Culture Team / Cultural Expert	Q1 / Q2				
1.1.1	Agree core areas for competency development locally	Culture Team Working Group	Q1				
1.1.2	Identify locations for roll out in year 1	Culture Team Working Group	Q1				
1.2	Present an Open Call to communities for participation in the 'Creative Communities' programme	CI Project Admin	Q2		Q2		Q2
1.3	Develop a Creative Communities Toolkit	Culture Team Working Group with assistance from cultural expert)	Q2				
1.3.1	Develop workshop to assist local, sustainable cultural and creative development.	External expert	Q2				
1.3.2	Deliver workshops on CC Toolkit to local cultural and creative community players (in rural/county towns - assume 3 days delivery per programme year)	External expert	Q3		Q3		Q3
1.4	Establish working relationship with Waterford LEO to develop a cultural and creative mentor programme	Brid Kirby, Billy Duggan, Jane Cantwell	Q4				
1.4.1	Roll out mentor programme to participating community groupings (assuming 10 groups annually)	Waterford LEO / WAP	Q4	Q4	Q4	Q4	Q4
Priority 2	**Creative Ireland Highlight Events**						
2.1.	Work with the Libraries Service / Heritage to develop and deliver an oral histories programme for communities across Waterford	Libraries / Heritage / Archives / Irish Language / outsource	Q3	Q2	Q2	Q2	Q2

Priorities	Programme Elements and Actions	Responsibility	Year of Delivery				
2.2	Develop a 'Creative Classrooms' project for local schools exploring opportunities for creative engagement for children and young people in school settings	Outsource to artists/experts		Q2			
2.2.1	Create call for local arts-in-education specialists to deliver a Place names programme for local schools	CI Project Admin		Q3			
2.2.2	Expand the delivery of the Place Names programme for schools annually	CI Project Admin			Q1	Q1	Q1
2.2.3	Roll out Place Names project (Assuming 3 days per school for each of 8 schools annually)	CI Project Admin			Q2	Q2	Q2
2.3	Work with Music Generation Waterford to deliver annual showcase event	Arts & CI Project Admin and MG Waterford		Q1 & Q2	Q1 & Q2	Q1 & Q2	Q1 & Q2
2.4	Annual Creative Event / Seminar	Arts & CI Project Admin and MG Waterford	Q4	Q4	Q4	Q4	Q4
2.5	Work with WCQ to develop an annual 'Creative Lab' series	WCQ Team / Libraries KC		Q1 & Q2	Q1 & Q2	Q1 & Q2	Q1 & Q2
2.6	Allow programme fund for additional programme elements to respond to developing cultural and creative agenda	Culture Team	Annual	Annual	Annual	Annual	Annual
Priority 3	**Creative Ireland Programming Fund**						
3.1	Develop funding call application with structured guidelines for the development of programmes which reflect a sense of place, identity and culture; build on historical context of local theatre/drama, literature, heritage, language etc or are innovative in their presentation reflecting a new and vibrant creative community in Waterford.	Culture Team	Q3				
3.2	Deliver local workshops – in conjunction with the Creative Communities Toolkit Workshops to ensure understanding of funding call locally.	Culture Team	Q3	Q3	Q3	Q3	Q3
3.2.1	Open programme call for CI local programme delivery	CI project Admin	Q4	Q4	Q4	Q4	Q4
3.2.2	Manage the delivery of the programme fund	CI project Admin	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Priorities	Programme Elements and Actions	Responsibility	Year of Delivery				
3.4	Present opportunities for enhanced programme development to support the festival economy locally and across the region.	Culture Team	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Priority 4	**Programme Communications**						
4.1	Facilitated half day to further develop internal communications between members of the Culture team to ensure timely visibility of opportunities for collaboration and project development	Culture Team	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
4.2	Develop a communications framework to ensure a single point of contact for all Waterford Creative Ireland programmes	Communications / Supported by wider communications team	Q1 & Q2				
4.2.1	Manage social media CI content	Outsource	Q2 and ongoing	Ongoing	Ongoing	Ongoing	Ongoing
4.2.2	Manage press releases re CI Project programmes	Outsource	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
4.3	Provide clear branding guidelines for projects funded as part o the Creative Ireland initiative	Communications	Q2	Ongoing	Ongoing	Ongoing	Ongoing
4.4	Use of a blend of traditional and social media to deliver Creative Ireland message an programmes across the county (specifically in the use of local radio, social media and Waterford in Your Pocket	Outsource	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Priority 5	**Programme Resourcing and Evaluation**						
5.1	Identify opportunities for shared use of spaces locally for cultural engagement and activities – e.g. Arts offices, libraries out of hours etc.	All	Q2	Ongoing	Ongoing	Ongoing	Ongoing
5.2	Culture team to meet quarterly to discuss core programme development agenda again to maximise opportunities for inter-linkages between programmes which can be supported through the Creative Ireland programme.	All	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
5.3	Provide part-time programme admin resource for CI programme management	Culture Team	Q2				
5.4	Work with WIT Humanities to carry out baseline research into current audience trends for cultural participation and engagement	Culture Team / WIT	Q2				

Priorities	Programme Elements and Actions	Responsibility	Year of Delivery				
5.5	Work with WIT Humanities to carry out research on impact from CI programme delivery on audiences' participation and engagement with CI programmes	Culture Team / WIT				Q3	
5.5.1	Work with WIT Humanities to carry out research on levels of Creative industries operating in Waterford	Culture Team / WIT				Q3	

KEY INDICATORS FOR SUCCESS

Measures for success of the strategy will be framed from the baseline research study which will be carried out across the county in autumn 2018. This study will provide market analysis information in relation to cultural programming, access, participation and engagement, partnerships and policies for cultural development as well as looking at issues of rurality and social inclusion.

Success will be measured in the form of levels of participation in culture to include – but not be limited to:

- Increases in attendances at cultural evens
- Increase in budgets for culture and creative development
- Additional public infrastructure over the course of the programme
- The delivery of core programme areas which form part of the Creative Ireland Implementation Plan
- Increased participation in cultural activity locally
- Uptake of local groups in cultural competency development programme
- Uptake of local groups for grant funding under the programme
- Geographical spread of cultural activity across the county

Conclusion

This Culture and Creativity Strategy provides an opportunity for cultural players in Waterford to further connect and enhance the plans and frameworks already in place for cultural development across the county. It explores ways in which cultural and creativity can become central to people's lives, delivering opportunities for all citizens to have increased access to and engagement and participation in cultural activity. It identifies opportunities for collaborative and embedded cultural development, enhancing the creative potential of individuals and communities and ensuring delivery of the Creative Ireland programme vision locally, making Waterford a place where culture is valued and supported over the long term.