CREATE: TOMORROW
a roadmap to the future
2013—2018
CREATE: TOMORROW

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It’s just simply the strangeness of the everyday.

Jeremy Deller
OUR VISION
OUR VISION: CREATE IN 2018

Create is the National Centre for Collaborative arts practice in Ireland.

With a nationally significant artistic programme, advisory service and widely-respected learning and development offer, Create is acknowledged as a leader in its field – a potent catalyst for positive collaboration, a pro-active innovator and pioneer in brokering the reciprocal relationship between contemporary arts and modern society, a champion for interdisciplinary, cross art-form and cross-sector collaborative practice, and a powerful and provocative conduit for new ideas.
OUR VISION:
CREATE IN 2018

The Create building is a real bonus to Ireland’s contemporary cultural offer. A truly 21st Century collaborative arts centre, the building embodies Create’s core organisational values within its very fabric, and has been designed to promote and facilitate engagement, interaction and connectivity. A centrally-located advice and information hub for artists, arts organisations and Create associates, it delivers an acclaimed programme of conferences, training events, workshops and seminars, hosting artistic residencies, and offering hot-desking facilities and sub-letting incubation space for social enterprises and developing arts organisations. Its popular exhibition-space and events venue, has seen it quickly established not only as a valued community resource, but as a cultural destination in its own right, the overall effect creating a lively and dynamic social space for exploration, seeding ideas, learning, knowledge-exchange and debate – a truly 21st century arts organisation.

Create is wholly committed to its principal premise of supporting the creation of exceptional art, and over the past five years has supported nationally significant commissions and hosted a series of international residencies, promoting provocative and productive debate around ‘hot topics’, including cultural diversity and community development. Its artistic programme, both on site at the Create Centre, and also via its national and international off-site programme, online and digital activity and satellite programmes with key partners, combine to showcase the collaborative process. It further promotes understanding of why collaborative arts is a way of broadening meaningful participation in the arts as well as the preferred arts practice for emerging artists.

The Artist in the Community Scheme, successfully managed by Create on behalf of the Arts Council for fifteen years, goes from strength to strength, and for its 15-year celebrations will publish a retrospective, featuring the many noted artists who are associated with the scheme. Create is regarded as the ‘go-to’ organisation for Learning & Development in collaborative arts practice, not only through its continued dissemination of best-practice through the celebrated ‘Arts Pack’ series, but through its R&D, evaluation and mentoring programmes, artistic bursaries and information salons, and in particular through its highly-regarded and in-demand Professional Development Programme, supported via the Create membership and alumni scheme.
OUR VISION: CREATE IN 2018

Create has a strong and committed local, national and international network of partnerships, and leads a consortium of resource-based organisations, through which partners share developmental services. Its membership programme has grown significantly over the last five years, and last year’s ‘Ideas Festival’ consolidated its position as sector-leader and authoritative voice.

Create is a model of success, and looks to the future with confidence.
The new organisational structure is a pattern of relationships that is able to maintain its integrity over time.

It has the discipline to perform the ordinary as well as the extraordinary tasks, can support a sense of moral purpose, is open and inclusive, nurtures and supports its members in a challenging environment, and pays generous and caring attention to the demands of the old culture while midwifing the new.

Graham Leicester, International Futures Forum
FOREWORD
Patrick Fox, Director

We are living in a time of transformation, the full impact of which will only be understood in the fullness of time.

What we do know, or more precisely what we sense is that that the old systems seem worryingly out of step with current needs.
At present we are trying to fix new problems with old solutions. How we learn, how we communicate and how we make meaning has changed radically. Crashing markets, the advent of the digital age, globalization and environmental changes have presented us with an unprecedented moment of re-evaluation. Our politics, our values, our social structures are all up for review.

**THE ARTS AS ALWAYS IS FRONT AND CENTRE, REFLECTING AND CHALLENGING THESE NEW DYNAMICS AS THEY UNFURL BEFORE US.**

It’s no coincidence then that Collaborative practice is expanding and redefining how arts practice is conceived and understood. The work of artists in collaboration with community and social contexts is directly reflecting the politics of our times and how it is being presented is increasingly innovative and provocative. It is an exciting area of practice that cuts across artform and cuts across context, a practice with infinite potential, where every wall is a screen.

Collaborative Arts practice is a house with many names Socially Engaged Arts, Participatory Arts and Community Arts are just some of the titles - however implicit within any of these terms is a critique of the idea of an artist as a figure that stands outside of society engaged in an internal singular dialogue. An artist working collaboratively connects with a variety of voices to author work whilst also exploring their own relationship to contemporary society. This work is vital, more so now than ever. It resists one-line definitions and instead celebrates the diversity of possibility and is an increasingly critical area of practice in which to develop new work. It presents the opportunity to engage meaningfully with different walks of life and draw audiences into work in fresh and exciting ways, refreshing our ideas of what constitutes true cultural democracy and allowing many to add their voices to commentary on these times.
COLLABORATIVE PRACTICE NEEDS SUPPORT. IT NEEDS TO BE CHAMPIONED. IT NEEDS TO BE CHALLENGED. IT NEEDS TO BE PRESENTED. IT NEEDS TO CONTINUE TO EXPAND THE IDEA OF WHO GETS TO MAKE ART AND WHERE IT GETS MADE.

This is where Create comes in, widely recognised as a leader in bringing collaborative arts to the fore. Create believes that collaborative arts has the potential to generate unforgettable and inspiring experiences, to be the beginning of a conversation which changes the way we think about and interact with the world around us. Our role is not to deal in definitives or to express an unwavering view of what constitutes collaboration. Our role is to support, nurture, champion and consider the modes of collaboration and what circumstances best support the creation of Great Art. We must consider what co-creation and authorship means and encourage reflection on authenticity of experience and levels of participation.

We use our specialist knowledge of the practice amassed over 30 years, and our in-house expertise, our connection to artists and communities and our ongoing commitment to learning development to achieve this.

We wish to continue to be an essential resource to artists and communities. And we take this role seriously particularly in these times of austerity, when organisations need to reassess the genuine service and support they offer to artists and put it to the fore in all they do. We wish to seek out new opportunities and partnerships. We wish to lead the development of the sector at every level. We wish to evolve with the sectors changing needs and we have a plan to achieve this. This plan articulates our 5-year vision and explains how we are going to bring about a step-change in the range, ambition and impact of the services we offer whilst also transforming our own business model to make us sustainable and vital as we face the new future. This plan looks beyond survival and is an articulation how we will continue to develop as the National lead for Collaborative practice always seeking to showcase the very best of this area of practice and changing hearts and minds so that its importance continues to be acknowledged.
FOREWORD #2

David McConnell,
Chair, Create Board

It has been a privilege and delight to witness and be part of the development of Create as the lead organisation for collaborative arts in Ireland during my time as Chair of Create’s board.

Former directors Wes Wilkie and Sarah Tuck and current director Patrick Fox have all left their particular stamp on the organisation and contributed to it remaining a vital and relevant arts organisation, always responsive to the times. The Board recognises that the arts sector faces challenges today but we have confidence in the vision and dedication of its director and staff in creating the change that is needed and offering bold leadership and inspirational ideas for the future, putting hopes and aspirations to the fore, emphasising development and growth.
create IS DeePlY committed
to expanding knowledge,
discourse and practice
around inclusive
collaborative arts.
— Deirdre Figueiredo, CEO Craftspace / CreateBoard member

DISCOURSE
CREATE IS DEEPLY COMMITTED TO EXPANDING KNOWLEDGE, DISCOURSE AND PRACTICE AROUND INCLUSIVE COLLABORATIVE ARTS.

— Deirdre Figueiredo, CEO Craftspace / CreateBoard member
INTRODUCTION: BEYOND SURVIVAL

We believe collaborative arts has the potential to create unforgettable and inspiring experiences, to be the beginning of a conversation, which changes the way we think about and interact with the world around us.

As it turns 30, Create - the national development agency for collaborative arts - moves into the future with a new director, a refreshed board and a clear mission to position Create at the centre of dynamic collaborative arts activity in Ireland through supporting, galvanising and energising the collaborative arts sector.
These positive developments follow an intense but necessary period of introspection, planning and analysis. Through this process, the organisation has discovered fresh focus in its approach and a renewed energy in how it manifests itself as a critical arts resource organisation. By defining its purpose and examining its relationships, Create has re-imagined its goals within a changing political, economic, social and commercial context.

Create has always been an organisation that is flexible and adept at negotiating the impacts of broader political and economic contexts. Its ambition is to remain an organisation that can take the temperature of its surrounding environment and adapt accordingly. Create will continue to provide essential support to artists and collaborators in the creation of contemporary art. Create will also pilot new initiatives and models of practice as well contribute to and shape policy debates in order to make a difference.

Create heads toward the next chapter of its existence with an increasing sense of gestalt and a strong sense of its identity within a heightened socio-political climate. Crucially Create continues to move forward as an organisation looking beyond survival. Our response to challenging times is growth and transformation.

We are a learning organisation that embraces change and has the confidence to:

- Translate vision into action
- Provide leadership
- Connect with issues in and beyond the arts sector
- Invest in the future

The purpose of this document is to refine and re-define Create’s vision, mission and objectives over the next five years. It sets out the strategic thinking behind a primed Create, which is investment-ready, structurally sound, commercially aware and confident in its vision - in short, an organisation re-focused and full of purpose, undeterred by the challenges of the times.
create: tomorrow

a roadmap to the future 2013—2018

Create_

CHANCE

create gave

gave me a chance
to see how

university

the creative

process is.

— Stacy Makishi,

international guest tutor
CREATE GAVE ME A CHANCE TO SEE HOW UNIVERSAL THE CREATIVE PROCESS IS.

— Stacy Makishi, International Guest Tutor Learning Development
CREATE: YESTERDAY
CREATE: YESTERDAY

Our story: Founded in 1983, Creative Activity for Everyone came into existence following a series of seminars on community arts.

The original aims of the organisation were to promote community arts and to act as a network service for arts practitioners.
The creation of CAFE, as it became known, grew out of a sense of commitment to the empowering potential of the arts and cultural democracy. Given the volatility of the arts sector in Ireland, and the tenuous support for community arts in general, it is a testimony to the tenacity and vision of a whole group of people that CAFE grew, prevailed and survived.

The organisation has been at the forefront of many pioneering initiatives, providing innovative training courses for arts workers and developing an all-island database of arts skills and resources. ‘The Funding Handbook’ was published in six editions from 1986 -2007 and became an invaluable resource to both the arts and voluntary sectors. In 2003 the organisation’s name was changed to Create, reflecting that times had moved on for the organisation, both in regards its remit in the course of its twenty year history, and in the broader arts environment.

In 2006, Create confirmed its status as a national organisation and clarified its vision and purpose as the national development agency for collaborative arts in social and community contexts and also in 2008 received the status of Regularly Funded Organisation within the portfolio of arts organisations funded by the Arts Council Ireland.

Create has worked in partnership with the Arts Council and a range of arts and civil society organisations to encourage, promote and support the development of the collaborative arts sector as well as seeking to broaden access and participation to the arts.

IN 2012 CREATE MOVED TO NEW PREMISES AS PART OF PHASE ONE OF IT’S AMBITIOUS 5 YEAR CAPITAL PLAN.
1983
Creative Activity for Everyone (C.A.F.E for short) came into existence following a series of seminars on community arts.

1984
C.A.F.E. organises Ireland’s first national debate on arts in the community. Its importance is reflected in the speakers - chaired by Michael D. Higgins, TD.

1985
C.A.F.E.’s first training course takes place run by co-founder Peter Sheridan.

1986
‘The Funding Handbook’ was published in six editions from 1986 -2007 and became an invaluable resource to both the arts and voluntary sectors.

1987
First national artworker course. First full time employee.

1990
Dublin’s 1st Community Drama Festival organised by C.A.F.E.

1993
Community Arts Pilot Programme – C.A.F.E./Combat Poverty Agency supported by EU Horizon.

1995
1st full-time core staff position.

1999
Wes Wilkie appointed as full-time director.
2001
The organisation receives funding from Arts Council under its first time multiannual programme.

2003
C.A.F.E changes its name to Create.

2004
‘As if in a dream…’ artist David Jacques’ exhibition in Temple Bar Gallery and Studios. Commissioned by Create and Fire Station Artist Studios, the work explores issues of cultural identity, migration and isolation.

2005
Create manages the Community strand of European Capital City of Culture in Cork and the Cork 2005/Credit Union Residencies programme and the publication of An Outburst of Frankness edited by Sandy Fitzgerald, community arts reader in partnership with City Arts.

2006
Create clarifies its vision and purpose as the national development agency for collaborative arts in social and community contexts, and attained Regularly Funded Organisation status from Arts Council. Sarah Tuck appointed director.

2009
Create manages the research and consultation process for the Arts Council’s Cultural Diversity and The Arts.

2011
Create develops a new Arts and Health website ArtsandHealth.ie in partnership with WHAT (Waterford Healing Arts Trust).
2012

A year defined by new partnerships; forging stronger bonds with other organisations and testing out new ideas and initiatives. First time collaborations with key organisations in different sectors include Cork Midsummer Festival and Visual Artists Ireland. Building on established working partnerships in the context of Arts and Health, Create partnered with Waterford Healing on the CPD ‘Documenting the Arts’. In June, we launched the Collaborative Arts Performance Pack, the first of its kind in Ireland. In January, we welcomed Patrick Fox as new Director, and in September we moved into our new premises in Temple Bar. In the autumn of 2012 Create acted as support to Jesse Jones as she commenced work on her showpiece commission at Dublin’s Convention Centre (CCD)
Create

Create has made me feel part of a larger organization. I can’t express enough the value this had on my practice.

— Maurice Caplice, Artist
CREATE HAS MADE ME FEEL PART OF A LARGER ORGANISATION, I CAN’T EXPRESS ENOUGH THE VALUE THIS HAD ON MY PRACTICE.

— Maurice Caplice, Artist
CREATE: TODAY
CREATE: TODAY

Create is the national development agency for collaborative arts in Ireland.

As such it exists to support, nurture, champion and consider various modes of collaboration, development and exchange, promoting and supporting positive working experiences to create the particular circumstances which allow great art to happen.
The term ‘Collaborative arts practice’ covers a broad spectrum of definitions. Its central premise stems from a critique of the artist as someone special standing outside of society engaging in an internal singular dialogue. Instead arts practice that is informed by principles of collaboration or co-authorship seeks to challenge narrow definitions of ‘community’, and ‘artist’ to move beyond cliché and stereotype and rethink who gets to make art, where they make art and with whom.

Create encourages and supports artists to think of collaboration in a variety of ways, encouraging new critical, artistic formations that bring to the fore modes of collective and collaborative production, and promote a re-evaluation of collaborative arts practices hitherto marginalised by critical consideration.

Create provides advice, support, training and development opportunities for artists and arts organisations, promoting understanding and best-practice through its artistic programme and working closely with communities of interest and place to expand people’s experience of and participation in the arts.

... arts practice which seeks to rethink who gets to make art where they make art and with whom ...
OUR VALUES

COLLABORATION
OPENNESS
RESPONSIVENESS
LEADERSHIP
INNOVATION

COLLABORATION
We work in close co-operation with artists, communities and across sectors, in order to maximise the impact of our funding and activity on key constituencies, to enhance the quality and reach of our work and achieve economies of scale.

OPENNESS
We provide advice, support and development services to artists, arts organisations, members and associates in an open, honest and transparent manner.

RESPONSIVENESS
We establish good channels of communication within our own team and with Create stakeholders, supporters and funders, ensuring that we understand and respond constructively to their requirements and needs.

LEADERSHIP
With the aid of our substantial knowledge base and our key relationships and partnerships, we anticipate the latest developments in the sector. We expand our expertise through critical debate, professional development and tracking of national and international trends regarding collaborative arts.

INNOVATION
We are a learning organisation, open to change and committed to continuous improvement, and recognise that on-going growth and development can only be achieved by a process of creative exchange, regular review and a willingness to experiment.
ARTIST IN THE COMMUNITY SCHEME
Twice yearly, the Arts Council offers grants to enable artists and communities of place or interest to work together on projects. The scheme is open to artists from a wide range of arts disciplines. Bursary awards are also available.

Create has managed the Arts Council Artist in the Community Scheme for ten years; in that time 1200 artists and community groups and organisations have applied to the Scheme and more than 200 artists have been funded to work with very diverse communities ranging from Macra na Feirme, ALAF, Traveller women; members of the deaf community and members of different ethnic minority groups. As a part of the advisory service that Create offers as part of the Scheme, over a thousand artists across different art-forms have received in-depth professional development advice on co-creating innovative contemporary art projects with communities of place and/or interest.

PROFESSIONAL DEVELOPMENT
Create provides a number of key services to assist the professional development of artists engaged in collaborative arts practice in social and community contexts and to support artists in every aspect of making art in different social contexts.

Create provides advice and support to individual artists and to arts organisations in a variety of ways. Create has also, from time to time, offered practical supports to organisations by providing space, office facilities and/or incubation services to new companies or organisations in transition.

Create offers one-to-one advisory sessions and provides information to promote collaborative arts as a distinctive arts practice. The content of advisory sessions for artists is tailored to the needs of the individual practitioner or arts organisation. This can take diverse forms - discussion or advice ranging from planning your work, focusing on issues of collaboration and negotiation skills or key information on sources of support, funding and potential partners.
WORKSHOPS
As part of our organisational remit to support continuing professional development for artists, Create schedules a number of Continuing Professional Development sessions each year, responding to what artists have expressed a need for, and partnering with key resource organisations and leading artists in Ireland and abroad. Workshops and CPDs are offered to members at a reduced fee.

LEARNING
Create supports artists who work collaboratively with communities at all stages of their career. Create values and promotes the development of new ways of learning in regard to collaborative practice in social and community contexts. The new generation of emerging artists working in different social contexts have few supports in examining questions of who is making art, who they are making it for and how it is being made. Conventional ideas of training cannot necessarily respond to the developmental needs and status of this ever-evolving sector in isolation. Create encourages, supports and fosters initiatives around learning to expand and challenge the thinking about ideas, processes and practices in the collaborative arts arena, as well as what constitutes a ‘community’.

Working in partnership with a number of arts organisations and educational institutions, Create provides experiential learning opportunities for artists looking to develop the skills to work collaboratively with communities of place and/or interest.
COMMUNITIES
Convinced that arts and culture plays a key role in civic engagement, Create supports communities of all kinds to work with artists in order to experience meaningful participation in the arts. We achieve this through strategic advice, programmed events and publications. Create also seeks to expand the definition and understanding of what constitutes a community, and for the purpose of great art making, to support communities as collaborators, source material and activators.

PROJECTS, INITIATIVES AND SUPPORT FOR COMMISSIONS
Create seeks to foster current and future potential for collaboration between artists and communities, supporting art projects that reflect the exciting ways in which collaborative arts presents a complex range of ideas and approaches. To do this, Create often becomes involved as both cultural broker and advisor on large scale ambitious art projects with a collaborative focus. Create lends advice and support on public art commissions that are rooted in collaborative art processes and advises on commissioning in context and within festival cycles.

Create programmes activities and events to increase the profile of collaborative arts across all art-forms, to further critical debates and provide a platform for productive and meaningful discussion on all aspects of collaborative arts.
OUR MEMBERS

Create has sustained a strong and supportive network of members and associates throughout its 30 year history. Today, Create has some 210 members comprising of artists, arts organisations and affiliates. Formal membership is primarily made up of artists working in, or interested in working collaboratively in different social and community contexts. We also count local authority arts offices, arts organisations and freelance arts consultants amongst our members.

Members benefit from a range of services including 1-1 advice surgeries, mentoring and support from Create’s knowledgeable and experienced staff members, free access to Create’s professional development library, and relevant business services including Garda Vetting, insurance and financial/legal signposting.

OUR PARTNERS

Create has worked closely with a broad range of partners – including arts organisations, academic Institutions, City Councils, government departments, HSE and key agencies in the voluntary/NGO sector. These partnerships have enriched Create and also allowed Create to promote the work of artists who work collaboratively with communities. These partnership initiatives have been mutually beneficial, offered the opportunity for a rich exchange of information and contacts. Partnership development is one of Create’s core functions and the organisation is committed to strengthening existing partnerships and developing more links with diverse partner organisations in the coming years.

In the last 18 months we have worked with Absolut Fringe, Arts and Disability Ireland; Bealtaine/Age & Opportunity, Cavan Arts Office, Clare County Arts Office, Centre for Creative Practices, Common Ground, Cork City Arts Office; Cork County Council Arts Office; Cork Midsummer Festival; Dance Ireland, Dublin City Arts Office, Dublin CCD, Dublin Dance Festival, IADT, Irish Museum of Modern Art, The LAB, Limerick City Arts Office, the Office of Public Works; NCAD, Trinity College Dublin; Visual Artists Ireland, Voluntary Arts Ireland; Waterford Healing Arts Trust.
OUR STAFF: PROFILES

PATRICK FOX
DIRECTOR

ARTHUR DUIGNAN
ASSISTANT DIRECTOR
COMPANY SECRETARY

KATHERINE ATKINSON
PROFESSIONAL DEVELOPMENT

LYNNETTE MORAN
RESEARCH & DEVELOPMENT

KATRINA GOLDSTONE
COMMUNICATIONS

JANE O’ROURKE
OFFICE MANAGER

STACEY HARMON
ADMINISTRATIVE ASSISTANT

FRANK HUMPHREYS
WEB MANAGER
PATRICK FOX
DIRECTOR

ARTHUR DUGHAN
ASSISTANT DIRECTOR/ FINANCE

KATHERINE ATKINSON
PROFESSIONAL DEVELOPMENT

LYNETTE MORAN
RESEARCH & DEVELOPMENT

KATRINA GOLDSTONE
COMMUNICATIONS

JANE O’ROURKE
OFFICE MANAGER

STACEY HARMON
ADMINISTRATIVE ASSISTANT

FRANK HUMPHREYS
WEB MANAGER

PATRICK is Director of Create and prior to that most recently Head of Collaborations at FACT (Foundation for Art & Creative Technology), Britain’s leading media art centre. Patrick holds a BSc in Multimedia and Masters in Cultural Leadership. Patrick’s work is heavily rooted in arts in social and community contexts and to this end he has amassed a significant body of work as a commissioner, curator and director in the fields of arts & health, arts & older people and arts & community development. He is a Board member of Axis, the UK’s contemporary art radar.
ARTHUR joined Create in 1994 to manage an EU-funded programme and has been responsible for a variety of initiatives over the years, including four editions of Create’s Irish Fundraising Handbook. Arthur has been advising artists and arts organisations for many years. He worked in design and publishing before joining Project Arts Centre as administrator in the late 80s. He represented cultural concerns on the Government-appointed board of Temple Bar Renewal and more recently the Taskforce on Active Citizenship. He is a board member of Axis (Ballymun).

Arthur has a degree in Commerce and is a graduate of the Marketing Institute of Ireland. An accredited fundraising trainer, he holds Certs in Advertising Management and in Voluntary Sector Management and Advanced Cert in Credit Union Management.
KATHERINE is an arts development manager, musician and performer. Katherine manages Professional Development and Project Support. In this role she is responsible for the management of The Arts Council’s Artist in the Community Scheme. In 2011, she performed in ‘Tear Down The Walls’ by Project Brand New, directed by artist Geraldine Pilgrim as part of the Dublin Theatre Festival.

Katherine is a member of the Edges & Margins Collective. She holds a Diploma in Teaching (Arts) SACAE, a Certificate of Music TAFE, a Diploma in Theatre and Drama Studies from NUI Maynooth and an MA in Public Culture Studies from Dun Laoghaire Institute of Art, Design and Technology.
LYNETTE manages the Learning Development Programme strand at Create and she curates and produces the annual From Context to Exhibition event - work arising from the LD Programme. Lynnette has an MA in Performance from Goldsmiths College, University of London and a BA Honours Degree in Electronic Media from the University of Wolverhampton. Lynnette is a creative producer and has extensive experience producing diverse and multi form programmes, festivals and events. She is the founder of Live Collision, a year-round international producing template redefining the ways in which artists create, engage and collide through live performance & digital platforms. Lynnette is also part of Project Brand New.
KATRINA currently oversees Communications at Create, working on communications and media strategy for the organisation. She has contributed features and arts reviews to numerous publications in Ireland and the UK including The Irish Times, Sunday Times, Sunday Tribune and has also been a regular contributor to RTE arts programmes for more than 10 years. She has also contributed to RTE programmes commenting on Jewish history and culture. Her essays appear in various journals including Lives on the Left: Studies in Radical Irish Leadership eds Emmet O’Connor and John Cunningham (Manchester University Press forthcoming 2013) Dublin’s Future edited by Lorcan Sirr (2011); and Irish Studies. Active in many campaigns for refugees, migrants and minorities, from 2002-4 she worked as Anti Racism Policy Officer for Amnesty International Irish section.
JANE is an administrator, designer and allotment gardener. She has worked at Create since 2002. She graduated with a HND in Interior Design in 2010, and has also studied sustainable building and design.

STACEY is working at Create as part of the Tús work placement programme. She has recently completed courses at Dublin VEC in Reception & IT Skills, and Business and Office Procedures. She is hoping her experience at Create will lead to a career in administration.

FRANK is the editor of worldandmedia.com. He is a graduate of UCD, Oxford, and Kingston, with expertise in computer science, economics and communications and a wide range of experience in academic, commercial, NGO and political environments. Online since 1989, he has been editing and managing web sites since 1996.
OUR GOVERNANCE: The Create Board

David McConnell (Chair) is a consultant, specialising in providing financial services to arts organisations. He was formerly Head of Finance with the Arts Council Ireland and also is an organist and choir director.

Sarah Browne is a visual artist based in Ireland. Her research-based practice is made public through exhibitions, publications, lecturing and critical writing. She also works collaboratively with Gareth Kennedy as Kennedy Browne and in 2009 she co-represented Ireland at the 53rd Venice Biennale.

Philip Delamere studied sculpture at Limerick School of Art from 1989 to 1994 and worked as an artist, arts administrator and street theatre practitioner until 2000. He became County Arts Officer with Roscommon County Council in 2000 and has been Arts Officer with Leitrim County Council since 2011.

Deirdre Figueiredo (MBE) is Director of Craftspace, a limited company and arts charity based in Birmingham and has expertise in visual arts, contemporary craft and design. She also specialises in practice and strategy around public engagement, participation, creative production, inclusion and diversity. In a voluntary capacity she sits on the board of several arts organisations across England.

Mark O’Brien is a graduate of UCD with a Master’s degree in English. He has been Arts Development Manager / Deputy Director at Axis, Ballymun since 2004. His role includes developing participatory and collaborative arts projects and the strategic development of arts practice in a range of contexts. Mark also practises as a theatre director, sound designer / composer and arts consultant.

Mark Price is an architect, teacher and writer. He works with the Save 16 Moore Street Committee, the Irish Anti-War Movement and the Irish Palestine Solidarity Campaign.

Mary McAuliffe is a local government employee working with Sligo County Council. She is currently assigned as Programme Director of The Creative State North West (PPP) and Coordinator of the 4CNW Business Innovation Support Programme, one of eight concrete actions under the European Creative Industries Alliance (ECIA) an initiative of the European Commissions Directorate General Industry & Enterprise. Mary has over twenty years’ experience working in the public sector, previous roles include Head of Arts, Sligo County Council, Project Leader, Creative Sligo Initiative and Project Manager, The Greenfort Cultural Regeneration Strategy. Professional qualifications include MA European Cultural Planning, De Montfort University, Leicester UK and BA Rel. SC Mater Dei Institute, Dublin. Mary represents the Council on various Boards and specialist committees.
OUR IMPACT

Create believes that collaborative arts has the power to move and inspire both communities and artists.

Create has sustained relevance and impact over a 30 year period because the organisation continued to monitor and evaluate its services and support to ensure it was making a difference.

Consultation, internal audits, informal feedback sessions and post events analysis - we use all of these to assess how and where we are making a difference and in what areas we can make improvements. In the digital era, a commitment to digital engagement is important and yet another way of staying relevant and offering artists and communities the very best advice and support.
OVER **1200 ARTISTS** AND COMMUNITIES HAVE APPLIED TO THE ARTIST IN THE COMMUNITY SCHEME.

IN THE LAST **10 YEARS**, IN WHAT IS A HIGHLY COMPETITIVE PROCESS, **270 AWARDS** HAVE BEEN MADE TO ARTISTS AND COMMUNITIES IN ORDER THAT THEY CAN WORK COLLABORATIVELY ON DYNAMIC ARTWORK.

IN 2012 OVER **1000 PEOPLE** (ARTISTS AND ARTS MANAGERS) ATTENDED CREATE EVENTS, WORKSHOPS AND TALKS.

OVER **2,000 APPLICATIONS**, SINCE 2008, FOR GARDA VETTING FOR ARTISTS HAVE BEEN PROCESSED BY CREATE.

OVER **30 GUEST ARTIST TUTORS** HAVE CONTRIBUTED TO OUR LEARNING DEVELOPMENT PROGRAMME
WE CURRENTLY HAVE 210 MEMBERS IN 22 COUNTIES, BY 2015 WE AIM TO HAVE 450, BY 2018 THAT NUMBER WILL BE 600
250 student artists have come through the learning development programme. Many going on to become key artists in the area of collaborative arts. Over the next five years we plan to work with a further 500 students.
OVER THE PAST 5 YEARS CREATE HAS SUPPORTED COLLABORATIVE ARTS PROJECTS IN EVERY COUNTY IN IRELAND.
OUR ANNUAL LEARNING DEVELOPMENT EXHIBITIONS ATTRACTS OVER 300 VISITORS PER YEAR.

THERE ARE 95 KEY PUBLICATIONS ON COLLABORATIVE ARTS IN OUR LIBRARY

THE TOP TWO MOST POPULAR PAGES AFTER THE HOME PAGE ARE THE ARTS COUNCIL ARTIST IN THE COMMUNITY SCHEME. ARTIST IN THE COMMUNITY SCHEME PAGES HAVE RECEIVED 29,000 HITS.

ON AVERAGE CREATE RECEIVES 2,000 GENERAL ENQUIRIES ANNUALLY IN RELATION TO THE WORK OF THE ORGANISATION, FUNDING AND REQUESTS FOR ADVICE.
OUR WEBSITE HAS HAD 30,000 VISITS IN THE LAST YEAR. FROM 125 COUNTRIES WORLDWIDE.
OUR SOCIAL MEDIA REACH HAVE BEEN GROWING STEADILY OVER THE PAST NUMBER OF YEARS;

IN 2011 WE HAD 300 FOLLOWERS, TODAY THAT NUMBER IS OVER 2,500 AND WE SEE IT CONTINUING TO GROW BY 2018 TO 6,000

IN 2010 WE HAD 100 FRIENDS, TODAY THAT NUMBER IS ALMOST 5,000 AND WE SEE IT CONTINUING TO GROW BY 2018 TO 7,500
Create fully supports culturally diverse projects and promotes policies for cultural diversity in the arts.

In 2009 Create carried out a major research project on arts and cultural diversity for the Arts Council.

Create is on the Arts Council Cultural Diversity audit group.
Create advocates best practice in arts and health initiatives.

Create managed Vital Signs an Arts Council initiative in October 2009. It was a programme of arts and health events that took place in Dublin including a major conference, and national exhibition in various venues.
Over twenty five projects with a focus on arts and older people have been funded through The Artist in the Community Scheme.

The first Artist in the Community Scheme Bursary Award: Arts and Older People – managed by Create for Arts Council – went to dancer Ríonach Ní Néill.
Create facilitated the establishment of an Arts and Prison Network for artists working across all artforms. Its initial programme was curated by artist Aideen McDonald. The Network aim is to promote principles of practice in the context of arts and prisons.
Create has been supporting collaborative arts practice in the area of arts and disability for over ten years. In 2012 Create partnered with Arts and Disability on the Arts Council Artist in the Community Bursary Award.
Create: tomorrow
a roadmap to the future 2013—2018

Create_ EXPERIENCES

create_ BroUn t AbOu t New aND ValUaBle exPerIeNceS whIch gaVe me a DeePer INSIght INto mYSelF aS aN artISt.

— Alan Delmar, Artist

Learning Development Programme 2012
CREATE BROUGHT ABOUT NEW AND VALUABLE EXPERIENCES WHICH GAVE ME A DEEPER INSIGHT INTO MYSELF AS AN ARTIST.

— Alan Delmar, Artist

Learning Development Programme 2012
CREATE: TOMORROW
CREATE: TOMORROW

Our vision is to lead development of collaborative arts practice in Ireland.

Creating opportunities for exchange and interaction that benefit a wide constituency of artists, arts professionals, sectors and communities, strengthening the contribution of collaborative arts to society and encouraging artists and communities to create art that reflects and responds to our times.
VISION

We believe collaborative arts has the potential to create unforgettable and inspiring experiences, to be the beginning of a conversation which changes the way that we think about and interact with the world around us.

We want to see collaborative arts practice continue to challenge and develop - not just within the arts, culture and heritage sector, but also within broader society.

We will:

- Support artists, communities and the wider cultural sector through the development of projects, provocations and learning developments
- Encourage opportunities for exchange and interaction on a local, national and international platform
- Strengthen the contribution of the arts to Irish society, placing collaborative arts practice at the centre of agendas relating to older people, health, cultural diversity, education and civil society.
- Deepen critical understanding of collaborative arts practice and champion best practice
- Advocate the mainstreaming of collaborative arts practice across non-arts sectors
- Build evidence bases within art, cultural and social policy fields

MISSION

We will achieve this by:

- Encouraging experimentation and supporting the creation of great art
- Supporting current and future potential for collaboration between artists and communities
- Supporting various modes of collaboration; communities as collaborators, supporters and activators.
- Creating relevant and responsive learning opportunities for our stakeholders
- Developing and delivering a programme that is bold, mission driven and balanced
- Encouraging real discussion of collaborative arts practice and its significance in the broader cultural and social agenda
- Advancing policy agendas
- Offering support through services which are relevant and staff who are accessible, knowledgeable and responsive
AMBITIO\n
- First port of call for anyone interested in collaborative arts practice
- The ‘go-to’ organisation for learning and development
- Recognised as thought-leader and pioneer in the sector
- An pro-active instigator of new projects
- A well-networked and effective bridge organisation; sourcing, providing and managing partnerships and opportunities
- A solid resource of contacts, knowledge & expertise

ACTION

- Lead on-going development of collaborative best practice in Ireland
- Seek new modes of collaboration, building sustainable partnerships
- Engage with a wide community of stakeholders through training, publication and opportunity
- Offer high quality advice and support services to artists and arts organisations
- Strengthen relationships with existing funders
- Provide a strong political voice
- Embrace new technology as a tool for dissemination and collaboration
- Work on a local, national and international level
- Collate and disseminate broad evidence base on collaborative practice
- Tactically use our programme to move the organisation & sector forward
- Support debate, champion innovative collaborative opportunities and showcase the very best of collaborative art projects.
UNLOCKING OUR POTENTIAL: THE CASE FOR CHANGE

Change is inherently necessary in the growth and development of any thriving and dynamic organisation. Resistance to change brings with it the risk of stagnation, a loss of drive, purpose and relevance, and carries with it the threat of a potentially bleak and ultimately unsustainable future.

Embracing and promoting positive change is fundamental in achieving Create’s ambitions and objectives, as it continues to support the creation of great art, seeks to strengthen itself as a sector-leader, and takes action to secure its short and long-term financial sustainability.

Clearly, the current economic, social and political climate demands that organisations keep up with a dramatic rate of change in response to arguably unprecedented instability, requiring fluidity, fresh thinking and new solutions to ever-changing circumstances. As a catalyst for collaboration, and in keeping with its core values of leadership, innovation and responsiveness, Create is committed to bringing partners and stakeholders together in developing new, imaginative and radical approaches to collaboration, not just to secure ‘survival’ through tough times, but working across art-forms and sectors to promote vibrancy, development and growth.

Over the last few months, the Create team and Board have worked closely together in reviewing its current business model, services, projects and practices, and furthermore in applying new and imaginative thinking to envisaging how the organisation might support itself in driving forward toward an investment-ready, structurally sound, primed and confident ‘Create for tomorrow’.

The resulting strategy is based on an ambitious vision for the future, but allows for a steady transition and cumulative growth over a five-year period, consolidating its core offer and reinforcing its fundamental commitment to improving and championing collaborative arts practice across Ireland, and furthermore to supporting artists and communities in that endeavour, but also positively embracing change, and creating space, support and capacity to permit and facilitate experimentation, creativity and risk.
OUR OVERARCHING OBJECTIVES
OVER THE NEXT FIVE YEARS

1. SUPPORT GREAT ART
2. DEMONSTRATE LEADERSHIP
3. SECURE SUSTAINABILITY
SUPPORTING GREAT ART
- through working with artists and communities in their collaborative development
- through direct provision of expert advice, support, training and development services
- through demonstrating excellence in Create’s own artistic programme
- through encouraging innovation, creativity and best-practice models

DEMONSTRATING SECTOR-LEADERSHIP
- through promoting collaborative practice across art-forms and disciplines
- through leadership of common interest and cross-sectoral working groups
- through development of national and international partnerships
- through delivery of high-profile events, symposia and conferences
- through delivery of training and development programmes, and dissemination of best-practice

SECURING FINANCIAL SUSTAINABILITY
- through consolidating operational policies, procedures and practices
- through diversifying income streams and creating a balanced funding profile
THE AGENT OF CHANGE: TRANSFORMING OUR BUSINESS MODEL

Create’s new business strategy builds on its core organisational values of collaboration, leadership, innovation, openness, pro-activity and responsiveness – not only as key drivers for organisational transformation, but as building-blocks in developing a more balanced financial profile, based on income diversification, cost-recovery and building new income streams, focussing in the short-term on:

- Expansion of our core offer
- Monetisation of programmes and expertise (where appropriate)
- Membership development and consultancy services
- Garda Vetting
- Securing private-giving
- Working with cross-sector partners to access a broader scope of funds
- Working with national and international partners to access related funds
- Approaching trusts, foundations and philanthropic funds
- Strategic programming in line with partner priorities, and associated funding
- Creating cost-savings through development of shared services
- Pro-active pursuit of appropriate ‘match-funding’ for key projects

In the medium and long-term, fundraising will focus on capital development. It is envisaged that the new space will enable recovery of current rent expenditure and additional venue hire for our training and development programme, and will also realise a number of additional options for income and revenue generation, including:

- Chargeable events, conferences and exhibitions
- Commercial venue hire
- Rental of office space and ‘hot-desk’ facilities to freelancers and creatives
- Studio-space rental, and sub-lets to social enterprises and other arts organisations
- Profit-share deals with tenants
CREATE: TOMORROW: A ROADMAP TO THE FUTURE 2013—2018

CREATING CHANGE:
INVESTMENT STRATEGY

INVESTING IN... PROGRAMME
Create fundamentally exists to support the creation of great art, enabling artists and arts organisations across art-forms to work in meaningful collaboration with communities of place and/or interest within a diverse range of social and community contexts across Ireland.

Create is wholly committed to demonstrating and promoting excellence in collaborative practice through its artistic programme, and its investment strategy over the next five years prioritises development and delivery of programme that is bold, balanced and mission-driven, supporting its continued development as a sector-leader operating at the cutting-edge of its field, and incorporating:

- Nationally significant commissions
- International residencies, best-practice sharing and opportunities for artistic exchange
- Themed programming
- Cross-sector partnership working
- Ongoing exploration of collaborative practice and process as art-forms

INVESTING IN... PURPOSE
Create’s core purpose is to champion collaborative arts practice in Ireland; creating opportunities for exchange and interaction, promoting a strong and positive relationship between the arts and society, and supporting artists and communities to work together in creating art that both reflects and responds to contemporary issues and modern times.

Already widely acknowledged as the sector-leader in its field, Create’s investment strategy over the next five years will not only strengthen and consolidate that position, building on the long-running and successful Artist in the Community scheme (managed on behalf of the Arts Council), but will enhance activity through:

- Pro-actively seeking out new opportunities for collaboration and partnership-working
- Engaging with the sector in developing new advice, support and training services
- Encouraging experimentation with new and innovative modes of collaboration
- Advancing policy agendas and leading lobbying activity
- Broadening dissemination through touring, publications and online activity
INVESTING IN... PLACE
Securing a physical space which keeps its work visible, connected and socially rich is critical to Create’s continued development as a national arts organisation and sector-leader, and underpins its ability to achieve both its short-term goals and longer-term vision. In late 2012, the team relocated from its office in Dublin 8 to a centrally-located and highly-visible, modern and contemporary premises in Temple Bar, which has made an immediate impact in terms of physical footfall, ease-of-access, connectivity and awareness. Funding is in place to support a future programme of capital development, which is currently being held as leverage to attract match-funding through a targeted programme of fundraising and private-giving, in order to realise a state-of-the-art venue by Year 5, which will offer:

- Open-plan, fit-for-purpose offices
- Dedicated exhibition space
- Conference, Training & Seminar Rooms (with the option for private hire)
- Artists’ studios, Sub-letting and Freelance hot-desking
- Community meeting spaces & information hubs
- Incubation space for social enterprises and smaller arts organisations

INVESTING IN... PEOPLE
Staff Development
One of Create’s best assets is the knowledge, expertise and commitment of its core staff team, and positive change will only be made possible through harnessing their skills, experience and enthusiasm. Development of the new business strategy has been a wholly collaborative process, and has in turn initiated a comprehensive programme of operational review, including a Board skills audit, annual appraisals system and personal development programmes for staff members. Create is a learning organisation, committed to working with its staff in meeting their personal development ambitions, training and skills needs wherever possible, and will target investment accordingly.

CPD
Professional development is a key growth area for Create as it seeks to move both itself as an organisation and the wider sector forward with a highly-skilled, responsive and future-ready workforce. Create’s Learning & Development programme goes from strength to strength, and investment will continue to support its dissemination to a wider audience (including the Arts Pack series, touring activity and online development).

Create Fellowships
Both Create’s Learning Development programme and the Arts Council ‘Artist in the Community’ scheme have earned a reputation for excellence, and are well-respected within the sector. Create plans to build a strong and influential network of associates, as a basis for professional accreditation/ Fellowship scheme, working in close partnership with 3rd level partners and a national...
network of tertiary-education providers. It is envisaged that the scheme will become a highly regarded and in-demand denotation for professional excellence in collaborative arts practice.

Members
Create is already implementing plans to enhance its membership offer, investing particularly in events and networking, and in strengthening its online resources, but also in developing affinity partner benefits, and offering personalised CPD programmes to members at a reduced rate.

INVESTING IN... PARTNERSHIPS
As national leader for the development of collaborative art practice, promoting partnership-working and facilitating new and positive opportunities for exchange is part of Create’s organisational DNA. Throughout its history, Create has had the privilege of working in fruitful partnership and collaboration with a diverse range of individuals, groups and organisations, not only benefitting its artistic programme and practice, but also allowing it to maintain a wider social purpose and relevance through meaningful exploration of contemporary social issues, such as cultural diversity, disability, older people, prisons and health.

One of Create’s principal development aims is to build and consolidate its position as a sector-leader, demonstrating innovation and best-practice, and taking the strategic lead in addressing the ‘hot topics’ currently of interest to the sector such as shared services, volunteering and audience development. Activity in the short/medium term will include drawing similarly-sized resource organisations operating in the sector together to initiate a consortium-led approach to development.

Create understands that strengthening its existing partnerships, and pursuing new and exciting opportunities for collaboration is critical to demonstrating strategic need, and strengthening its longer-term sustainability. Over the next 5 years, Create is committed to:

- Increasing its national spread and international impact through joint commissioning and programming initiatives
- Leading development of interest groups/collaborative forums including the Artists’ Steering Group, Shared Services Group and a Temple Bar collaborative arts forum
- Working with educational partners to expand the depth, breadth and reach of its Learning Development programme
- Creating new and innovative partnership-led approaches to project funding and income diversification
INVESTING IN... BEST-PRACTICE

Create seeks to deepen critical understanding of collaborative arts practice, to champion innovative approaches to its growth and development, promote best-practice and advocate its mainstreaming across non-arts sectors.

In support of this objective, Create will invest in a pro-active, integrated, relevant and inspiring programme of events and symposia, publications and communications, designed to underpin its positioning as a sector-leader and furthermore to enable:

- Ideas development, thought-leadership and IP opportunities
- National and international best-practice sharing
- Meaningful contribution to cross-sectoral policy development and debate
- Dissemination through an enhanced online presence, including video and sound archives
- Strengthened links with academia, and enhanced R&D opportunities to enable accreditation.
Create is an important organisation in the arts infrastructure in Ireland. It supports the creation of artwork and facilitates continuous learning and possibilities for self-reflection on practice that is complex and constantly evolving.

Helen O’Donoghue
IMMA Senior Curator: Head of Education & Community Programme
GROWTH STRATEGY: YEAR-ON-YEAR

Year 1_2013—14
TRANSITION

Year 2_2014—15
CONNECTION

Year 3_2015—16
CONSOLIDATION

Year 4_2016—17
DISSEMINATION

Year 5_2017—18
DESTINATION
This year sees Create operating in a new physical space for the first time in 10 years.

In this transitional and transformational year, we will lay strong foundations for our future growth through strengthening operational structures, streamlining service delivery, refreshing policies and governance processes and investing in Board and staff development. Artistic programme will be built around the theme of Cultural Diversity, including the launch of the Cultural Corridor initiative and development of a focussed resource. We will continue to disseminate best-practice through further development of national partnerships and touring, through production of the Collaborative Arts Dance Pack as the second in the series, and in building on our celebratory 10-year Artist in the Community Scheme event. We will initiate and lead a new forum to develop a partnership-led approach to shared services and start to develop strong and supportive networks within our new community.
Create enters this year with a growing confidence as a more streamlined and structurally-sound organisation, working together towards its refreshed strategic vision with enthusiasm, purpose and drive.

The focus for this year is connectivity; enhancing existing partnerships and creating new ones, extending Create’s reach and depth through an increased media profile and online presence, broadening impact through developing of cross-sector working groups, international partnerships, artistic residencies, exchanges and commissions, and strengthening its links with specific communities of place and interest through the Community Development thematic programme. Operationally, Create will focus on building stronger connections with its members, investing resources in a high-profile recruitment drive and in developing its membership offer, including its CPD programme, online offer and Garda Vetting services. Trinity’s evaluation and research around the Artist in the Community programme will be published, and dissemination of findings will be used as a platform to re-engage with previous AIC participants, towards development of a strong and influential Create associates group.
A structurally-sound and confident organisation, supported by a robust network of associates, members and supporters, and further by local, national and international partnerships.

The focus for Create in year 3 is consolidating activity initiated in previous years, reviewing progress to date and targeting key areas for further development. The thematic programme will centre on Response & Challenge, examining what collaborative arts practice looks like, linked to initiation of the capital development plan and dissemination of the Collaborative Visual Arts Pack. Create will consolidate its position as a sector leader, bringing partners together in development of the Ideas Festival (for delivery in year 4), and in further development of its professional accreditation programme. Investment-ready, Create will pro-actively seek out new and innovative routes for funding and finance, including sourcing ‘match-funding’ for key projects and initiating a private-giving drive linked to its capital plan.
Secure in its vision, purpose, mission and ability to achieve its strategic objectives, Create enters Year 4 as a structurally, operationally and financially robust organisation.

Having created the space to support creativity, experimentation and risk-taking, Create moves confidently into a programme of promotion, fundraising and dissemination; taking the Create message outside the building through touring, national and international partnerships, a high-profile media and policy presence and via its newly refreshed and re-launched website, developed in consultation with artists attracting widespread advocacy and support. Acknowledged as a sector-leader, Create delivers a ground-breaking international symposium on collaborative arts practice, attracting national and international thought-leaders to contribute, including Create alumni and members. The symposium is used as a platform to launch Create’s capital plan and as a kick-start for associated fundraising/donations.
Create is acknowledged for leadership and innovation in the arts.

Widely known for its pioneering sector-leadership in collaborative arts practice, with a growing membership and associate base, a potent and positive network of local, national and international strategic and delivery partners, strong governance and a balanced and sustainable income and revenue profile, Create faces the future as a structurally, operational and financially robust organisation, confident in its vision, mission and purpose and with a driven, committed staff team that is committed to furthering its growth and development. Create continues to pioneer innovative models for governance in arts organisations, models which value efficiency and relevance as well as putting ambition and imagination to the fore as key components for a visionary not-for-profit cultural organisation.
P 1
Launch of From Context to Exhibition 2010 at NCAD Dublin
Image: Susan Walsh

P 7
Birdsong Jukebox
Image: Alison Kershaw

P 14-15
Images: Michael Fortune

P 18
RESCEN – Process Practice and Audience Soho Theatre.
Image credit Vipul Sangoi, Raindesign

P 24-5
Anna Berndston Performance: Earth Rubbish
Image: Iris Selke

Anna Berndston was awarded the Firestation Artists’ Studios Arts and Disability Studio Award 2010

Graphic designer Reza Abedini Guest lecturer Diverse Designs workshop in partnership with ICAD, 2009

P 25
Artist Faisal Abu’Allah, guest speaker Learning Development Talks Programme 2009
Image: Justin Farrelly

Image: Track by Brokentalkers

Research as Practice seminar 2010, NCAD
Image: Nancy Pineda

P 26
Jay Koh, Launch of the CONNECT Mentoring Programme in IMMA, 2009
Image: Nancy Pineda

Balbir Singh, Continuing Professional Development Workshop in partnership with Dublin Dance Festival with support from the British Council, 2011
Image: Andy Cooper

Crop image This Is Collective
Image: Susan Walsh

P 31
‘Strength in Community’ Image artist Augustine O Donoghue selected from “The social archive”, an on-going archive documenting various social movements in Ireland over the past 10 years.

P 34
Dylan Tighe in rehearsal for RECORD, Dublin Theatre Festival
Image: www.seanandyvette.com

P 36
Project Brand New PBN
Image: Victor Cibulka

P 66-67
Paul Tunney Subaquatic Dublin as part of Vital Signs Arts and Health conference 2009. Vital Signs: Arts and Health in Context was an Arts Council initiative, in partnership with Create

P 70
Anna Furse, Glass Body: Reflecting on Becoming Transparent featured in The Collaborative Arts Performance Pack 2012
Image: Athletes of the Heart

P 71
Laundry ANU Productions, directed by Louise Lowe
Image: Pat Redmond

P 74
Nic Green, guest tutor on Learning Development Programme 2010 partner with Absolut Fringe 2010
Image: Nic Green

P 75
Haircut Before The Party, featured in The Collaborative Arts Performance Pack 2012
Image: Lynnette Moran

P 79
Blast Theory featured in The Collaborative Arts Performance Pack 2012
THANK YOU