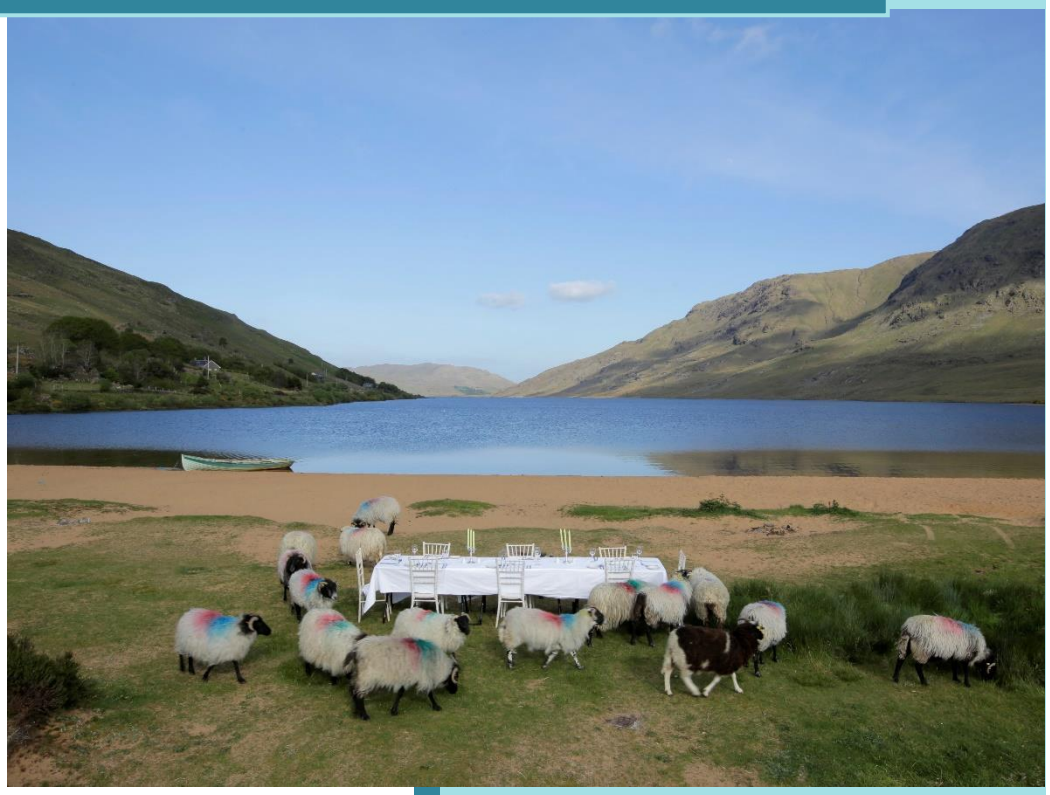
Second Monitoring Meeting Report Galway 2020
28th and 29th June 2018, Rijeka, Croatia



Gaillimh 2020 Galway

EUROPEAN CAPITAL OF CULTURE

Introduction

In advance of the second official meeting with the ECOC Monitoring Panel in Rijeka on June 28th and 29th 2018, this progress report provides an accurate and informative update on developments and progression made since the designation was granted and announced on 15th July 2016.

The report also addresses the specific issues raised by the panel in the first monitoring report dated March 2017.

It is recognised that a year passed from the announcement of the designation on the 15th July 2016 to the appointment of the CEO to her position on 29th May 2017. This delay in appointment has resulted in some delay in certain areas, but it also recognised that huge progress has been made since that appointment.

The primary foci for the first year has been to get the Company up and running, put a strong skill set based Board in place, established sub-committee to support the executive and board, and carry out a stress test on the full programme in the bid book, and rolling out the initial Flagship Programme Small Towns, Big Ideas.

The report comprises the following sections as suggested in the communication received from the Commission, and it is accompanied by the required financial tables and relevant commentary.

1. Long Term Strategy
2. Programme
3. Capacity to Delivery
4. Outreach
5. Management
6. Milestones

1. Long Term Strategy – Update

1.1 Cultural Strategy

"Everybody Matters – A Cultural Sustainability Strategy Framework for Galway 2016 -2025" and Galway 2020 - 8 June 2018

Galway City Council adopted "Everybody Matters – A Cultural Sustainability Strategy Framework for Galway 2016 -2025" in early summer 2016. The Cultural Strategy, as it is more succinctly referred to, sets out Galway as a working model of cultural sustainability, community participation, best practice and world-class creative and cultural excellence. This is underpinned by a commitment to facilitating local, national and international hubs, providing support and inspiration for projects, partnerships, and infrastructure.

The implementation of the Strategy is phased over three periods of approximately 3 years each. This first period is currently underway and integrates with the work plan of the Galway **Pilot Cities** project which the city is engaged with alongside **United Cities & Local Government/ Cultural Action Europe**.

The work plan consists of 30 discrete actions being implemented through a variety of departments and partnerships. The roll-out of the strategy also now integrates with the **Creative Ireland programme**. The Creative Ireland Programme was launched by the Irish Government in December 2016 and is guided by a vision that every person in Ireland will have the opportunity to realise their full creative potential and it *encourages*, *facilitates* and *supports* initiatives that enable access to and participation in creativity to sustain wellbeing for all. One of the key elements of the programme is the engagement with and cooperation of local authorities and the establishment of Creative & Cultural Teams in each of the 31 local authorities in 2017. It is noteworthy that in the preparation of the brief for Creative Ireland (and in particular Pillar II which charges each of Ireland's local authorities with the task of devising a local creative and cultural strategy) explicit reference was made to "Everybody Matters – A Cultural Sustainability Strategy Framework for Galway 2016 -2025" as an exemplar to other local authorities. Creative Ireland charged each of those local teams with the task of developing a five year Creative and Cultural Plan and "Everybody Matters" has been adapted into "Creative Galway Plan 2018 - 2022" which incorporates the key strategies, context and priorities of "Everybody Matters" to the same template being employed by the 30-other local Creative & Cultural plans. A Cultural Strategy/Creative Galway Implementation Plan 2017 – 2019 has advanced the roll-out of the **"Creative Galway Plan 2018 - 2022"** / **"Everybody Matters 2016 – 2025."** For example, in 2017 10 separate projects, which operated a pilot measure, were undertaken to a budget of c. €65,000.

Internally, within Galway City Council, the key objectives of the strategy are being rolled out within the Department of Economic Development, Community, Culture & Communications and other departments through the **City Museum's strategic plan, the Heritage Plan, the Local Economic & Community Plan and the Arts Plan.** The current Arts Plan with a key commitment to access, engagement and participation will be reviewed in Quarter 3 and a new plan prepared to be in place for Q1 2019.

A comprehensive **Cultural Infrastructure Programme** is currently in hand. For example, the City Museum expansion project is in the second phase of development with a design team recently appointed and significant engagement ongoing with the principal funders, **Failte Ireland** (Ireland's tourism development authority). Based on the Cultural Strategy's commitment to supporting the development of a range of cultural hubs, Galway City Council expects to take possession of Lenaboy Castle before year-end to develop the new **Children's & Young People Creative Hub.** Galway City Council is also actively supporting the bid to be submitted by end June under the Regional Enterprise Development Fund led by **Galway Mayo Institute of Technology** for the creation of a Digital Media/Moving Image Hub at Cluain Mhuire.

Galway City and County Councils, in conjunction **Galway UNESCO City of Film** and the Western Development Commission (WDC) and in association with the local authorities in the counties of Clare, Donegal, Mayo, Roscommon and Sligo as well as Údarás na Gaeltachta. have successfully created a new €2 million fund; the West Regional Audio-visual Production (**WRAP) Fund** will encourage the film, television, animation and game industry in the West of Ireland. It is estimated that this investment will create 90 direct additional jobs within the industry in the Western Region. As well as supporting local projects, it is hoped

that the Fund will also help attract international production companies to the western region, having knock-on benefits for the wider economy and for future tourism to the region. The process of developing a **Public Realm Strategy** has commenced under the direction of City Council's Planning Department which will *inter alia* incorporate the concept of public space being cultural space as per the Cultural Strategy.

Based as it is on a broad definition of culture and sustainability, the European designations of **European Green Leaf 2017** and **Region of Gastronomy 2018** continue to be successfully rolled out on a partnership basis and have under-pinned the objectives of the Culture, Environment & Place and Culture & Economy respectively.

It is expected that further development regarding the governance of culture including a **Cultural Forum** of relevant stakeholders in the city will emerge through Q2 & Q3 2018. Linking to the Pilot Cities' process previously undertaken of a stakeholders' workshop/participative event, it is proposed to revisit this model. This should follow the **Future Search legacy workshops** being held in the third week of June at which many of the cultural stakeholders for the city and region will attend. A key element in the future governance of culture, bringing together all sides including local authority, statutory agencies and cultural actors and agencies, may be determined by new models which may emerge through the just-announced process of amalgamation of the two local authorities. The existing **Strategic Policy Committees** in both councils with responsibility for Culture may also require modification but can be bolstered by national government's stated aim and commitment that,

*"A unified council will provide a geographically balances and integrated approach to economic development throughout Galway **and further boost its vibrant cultural and artistic milieu."***

The implementation of "Everybody Matters – A Cultural Sustainability Strategy Framework for Galway 2016 -2025" through Phase I though 2019 and beyond will continue to be a dynamic and, at times where appropriate, an iterative process.

1.2 Monitoring and Evaluation

This is an area which is currently behind in development but is underway with NUIG and Insite Centre

2. Programme – Making Waves

2.1 The Vision

Galway's Culture is our people, our land and seascapes, our traditions, arts, languages, music and sport. These have been influenced by the ebb and flow of migration and are expressed in our music and dance and are imprinted into the very fabric of our lives.

Making Waves is about renewal, disruption and transformation of our culture, both Irish and European. **Our Vision is to celebrate what is most valuable in this culture while making waves of renewal, disruption and transformation.** This requires us to celebrate our traditional ways of doing things, renew our enthusiasm for all we have, disrupt the status quo and grasp the new, digital technologies, in order to transform how we live our lives.

Galway City and County is ready to unlock its vast cultural capacity in a wave of events, performances and initiatives which will leave the West of Ireland transformed. The initiative is also designed to make waves across the whole of Ireland and Europe too. We are going to celebrate new voices, young voices, our cultural jewels, traditions, both new and old. And we are inviting Europe and beyond to ride these waves with us. Making Waves gives expression to Galway's boundless possibilities by inviting us all to see and enjoy the City and County as it has never been seen before – through a gigantic wave of county wide cultural events spreading from shores to hills, just about everywhere, including places you would not expect such experiences.

We will be Making Waves by flooding our Communities with Culture. We will deliver our vision through a series of Flagship Projects, each containing elements that will renew, disrupt, transform and celebrate our culture. These will focus on:

- engaging local communities and linking our communities with national/European and international artists
- reimagining our climate
- exploring the promise and perils of the digital revolution
- large scale performances
- reaching out to Europe and the World through culture
- placing children and young people at the centre of Galway 2020

We will be **Launching** our extraordinary year with an invitation to the world to join us for a special weekend in January 2020 for spectacular events featuring thousands of local people for a local and international audience. From 2018 local and international artists will be working in communities across the County and City to prepare our spectacular opening and closing events.

Our communities are our greatest wealth and at the heart of everything Making Waves is about. Our Flagship Project **Small Towns, Big Ideas** which was launched on **20th January 2018**, invites our communities to develop their own cultural project and celebrate "Meitheal" – the ancient Irish tradition of coming together for a common purpose.

In 2018 and 2019 communities from Galway City and County have and can apply for financial support to work with artists and cultural practitioners to develop projects for where they live or work, using the three themes of **landscape, language** and **migration** as inspiration.

We have had a fantastic response to our 2018 Open Call to **Small Towns, Big Ideas** with over 140 applications submitted from communities across Galway county and city. Through an independent assessment process, 52 of these projects have been selected and these will form the first wave of new cultural initiatives in local communities from July 2018 onwards.

See **Appendix 1** for an overview of this first wave of Small Towns Big Ideas projects.

The European Dimension of Small Towns, Big Ideas is crucial to its delivery, we have collaborated with Aarhus 2017, Leeuwarden 2018 & Rijeka 2020 on their community programmes. The first citizen exchange took place in Leeuwarden in May 2018 as part of EU Neighbourhood Day and 3 citizens from Galway representing projects from Small Towns Big Ideas met with 6 European Capitals of Culture and their citizens. The next EU Neighbourhood day will take place in Matera in 2019 and in Galway in 2020. We will also host a European Showcase in autumn 2018 and invite communities from the other Capitals of Culture to meet our communities and talk about their experiences. While EU Neighbourhood day is an intimate gathering, the European Showcase is much larger and we would hope that over 200 citizens will attend.

An Artist in Every Place Flagship Project will link communities from **Small Town, Big Ideas** with Irish, European and international artists through residency programmes across the County and City. Locals and visitors alike will discover new art in the most fascinating and unexpected places, from hospitals, boats, and islands to historic or abandoned buildings. There are a number of artist led projects in this programme which push the boundary of art, science, landscape and health. These include Aerial Sparks, Promised Paradises, Then and Now and Changing Waves. Through a Limited Call Artists will be asked to respond to our themes of language, landscape and migration. The Call for An Artist in Every Place is currently being drafted and we anticipate announcing the call in Winter 2018. Residencies will commence in 2019 with production/outcomes/exhibitions in 2020.

Another Flagship Project **Hope It Rains** challenges our perception of the Galway weather. Rural and city communities will collaborate with world renowned artists and young emerging designers to create major events across the County and City to encourage us to reimagine our attitude towards the weather. What we currently perceive as a negative will be a source of joy and delight.

Our Digital Flagship Project.

We have taken a very practical approach to the development of the Digital Programme. We have established a 'Creative Digital Team'. The Creative Digital Team comprises a number of the producers from the projects outlined in the bid book programme along with some new cultural partners and our Digital Communications Team.

The Digital Programme design and strategy is a collaborative process led by the 'Creative Digital Team'. The Creative Digital Team will report to our soon to be appointed Digital Producer, and are currently designing the programme of work which includes;

- **Capacity building**; Training being delivered by our European Partners, some of these include; Ars Electronica and CREW.
- **Youth/Education;** The Digital Producer will issue an open call limited to young people in Galway, of which 25 will be invited to be the '**Digital Youth Squad'.** Over the summer of 2018 the group selected from the open call will be mentored by 2 producers to become facilitators of the summit, selected as the best young digital changemakers by Galway 2020. These young people will go through a journey of learning and self-improvement enabling them to help people to acquire digital skills and empower them to actively participate in a continuously changing digital society. The purpose of the summit is
    - to give a voice to young people from local, national and international contexts to represent and discuss what it means to be a young EU digital citizen.
    - to develop themes that will inform the digital strategy and programme for Galway as European Capital of Culture in 2020.
    - to involve young people in the co-design and co-delivery of our Digital Programme
    - to empower young people in the design of their own futures, by giving them an opportunity to lead and shape the programme aligning with their creative digital merit .

- **The Creative Digital Team** are working with both the digital producer and projects across the programme to ensure that **EVERY project** in the programme will have a digital strand. They are also driving the core artistic content of the **Digital Programme**. The team are multi-skilled and come from Art, Digital, Engineering, Science, Technology, Communications, Education and Research backgrounds. This is a co-creation model and one which works in the context of the programme of Galway 2020.

- **Digital Communications Team;** The digital communications team will work across the programme on digital engagement and participation which will include all forms of digital communications including social media, website and live streaming. They will work closely with our projects and our communities to ensure strong digital communications across the entire programme. They will also provide training and support to both the producers and our communities.

- **Evaluation:** The team will collaborate with our local research partner NUIG, Education department and Social marketing to develop an Evaluation tool kit, which will develop training and evaluation methodologies for the projects and members of the delivery team to make sure the voice of children and young people is coming through the programme, from concept to delivery through to legacy.

- **Legacy:** Legacy will be important in this programme, we want to:
    - Identify successful strategies that encourage and enable young people to become young Designers in their own future. We want our **'Digital Youth Squad'** to achieve this and mentor them into 2021 to make this happen.
    - Develop capacity mechanisms in Galway so that we can share these with other ECoC's as part of the Digital EU Conversation into the future.

Digital Capital of Culture Programme Model



Weigh Anchor is our Flagship Project which places emphasis on large-scale performances of music and theatre, visual arts, sports and spectacle in incredible outdoor and indoor spaces across the County and City. The only thing to expect is the unexpected.

Our **Ship to Shore** Flagship Project is all to do with reaching out to the world through culture; from an international festival of sheep, wool and cheese to dance and film festivals plus a celebration of Irish music and dance – we invite the world to taste, to listen, to move to the Galway heartbeat.

The **Forward Motion** Flagship Project is a ground- breaking initiative placing children and young people, play and the arts at the centre of everything we do. As Article 31 of the UN Convention on the Rights of the Child reminds us, "*Every child has the right to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts*". **Every child** in Galway County and City will have the opportunity to take part in events, workshops or performances specially designed with their rights to participate in cultural life in mind.

A New Project - **The Healing Project** is a legacy project helping to address the collective trauma experienced by those touched by institutional abuses in past decades. There will be a producer assigned to this and we will work in areas of Collective Trauma and how Culture can be used as part of the healing process. We intend to deliver this in 2020.

Overall Programme Update - An update of the different stands of the programme is outlined in **Appendix 2. I**t shows the status of each project, its budget and partners as at 13th June 2018.

2.2 Galway 2020 Mission

"To deliver Galway 2020, A European Capital of Culture, that enables the creation of more Culturally Vibrant Communities!

As part of the delivery process we have commenced Memorandum of Agreements (MOA) with each project as outlined below, which will then move to contract stage and finally delivery.

The Memorandum of Agreement (MOA) process.

The purpose of the MOA process is to give each cultural partner a 'paid and supported' opportunity to interrogate the feasibility of their projects, fully cost and analyse each project, set dates, times, locations and fixed costs for each project along with clear production schedules for 2019 and 2020.

There is now full momentum in that we have fully moved from the Bid Book to a full **Cultural Development & Implementation Plan** for the Programme. MOA's require cultural partners to define:

- Concepts and Themes
- Production Timetables and Planning
- Key Artistic outcomes
- Audience development plans
- Capacity to Deliver & training needs
- Education/Young People/Participation
- Digital Strategies
- Full financial plans
- Communication/Evaluation Plans
- Project Summary for Communication by G2020

2.3 European dimension, dialogue and mutual understanding and cooperation

Almost all of the projects within the programme have EU Partners and feature EU artists and organisations, we built this into the design of the programme from the beginning. We have also developed good relationships with our colleagues in other European Capitals of Culture, some relationships/partnerships include;

ECOC Partner	Activity
Aarhus 2017	Attended the opening ceremony Currently partnering on both Rural Connections and Artists Exchange as part of the Aarhus Legacy Programme. Re-Think the Village participants will present at our European Showcase for Small Towns, Big Ideas in 2018.

	Galway 2020 will present at the European Region of Culture conference in August 2018 in Jutland as part of the Legacy programme of Aarhus 2018 Galway Hosted a visit from the Aarhus 2017 team in 2018
Valletta 2018	Attended and participated in Research Workshops in Valetta in October 2017 Attended Opening Ceremony
Leeuwarden 2018	Attended and participated in Workshop in Leeuwarden in June 2017 EU Neighbourhood Day-Participation with 6 ECoC's Home of Languages-Artists participation from Galway to Leeuwarden Mien skip Open programme in partnership with Small Towns, Big Ideas
Plovdiv 2019	Participation at ECOC Network of Volunteer Programme Managers hosted by Plovdiv 2019
Matera 2019	Partnership on EU Neighbourhood Day Attended and participated in Workshop in Matera in December 2017 Attending the Open Plattform meeting for community projects in August 2018
Rijeka 2020	Participation at ECOC Network of Volunteer Programme Managers hosted by Rijeka 2020. Co-presented with Aarhus 2017 and Hull 2017 at European Centre for Volunteering conference *'Volunteering in Culture'*. Joint proposal to national Postal services for commemorative stamps in 2020 Blue Teapot Theatre Company now working with National Theatre Rijeka on Disability Theatre Programme The CEO and Communications Director attended a two day exchange with Rijeka in April 2018 to further enhance the key links and establish working relationships leading up to both ECOC's in 2020. There will be a return visit to Galway in October 2018

Example projects with EU partners:

Monument-This innovative project will investigate some of Europe's biggest and most impressive stone monuments located on some of Europe's smallest islands and ask when, how and why they were built. This exciting project will represent the communities that created these massive monuments and work with the scientists and scholars who have investigated them – focusing on what has endured and what has been lost.

The project will engage with the current island communities to gain greater insight into their peripheral perspectives; the richness of their languages and unique cultures and to develop a greater understanding of the lasting impact of these monuments in the island communities and the national consciousness.

The project will engage artists and makers to imagine a lost world vision and re-make it in a new way through their responses to the monuments and their island landscape, culture and communities.

This pioneering project will create a **multidisciplinary Exhibition Platform** which will be the primary output of the project and will involve a collaborative process to bring to life each element of the exhibition. Include in this process will be agencies, institutions and individuals that represent the archaeology; architecture; craft and design; cultural landscape and tangible and intangible heritage; construction; sustainability; and the social history associated with the monuments and the islands.

The project will be built progressing through four different phases: -**1. Research & Visit, 2. Symposium, 3. Collaboration, Commission and Create, 4. Exhibition Platform.**

Small Towns, Big Ideas

Some of the projects in Small Towns, Big Ideas combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions- See **Appendix** 1 for examples of projects.

Project BAA BAA

Project BAA BAA celebrates the Sheep in all its glory. From textile to food, exhibitions and banquets to contemporary displays of the old.

None of the projects in the Galway 2020 programme are single art form, all are layered. In the design of the programme for the original bid book, all projects were designed to be layered projects that had a built-in community or schools strand, be inclusive, be cross-art form and take our rural areas into consideration in terms of production and location of events.

2.4 Activities and success to date

All projects have now gone through full feasibility, site visits, costings and venue discussions as well as planning the calendar for the year 2020.

All project 'go and see's' are now complete. 26 Artists/producers have travelled to meet with European partners and collaborators or to see new work and exchange across the projects within the programme. This was completed between October 2017-June 2018 as part of the 'MOA Process' as part of their own capacity building.

Some Specific Project activities include;

- **Symphonic Waves** underway. 2nd year rehearsals commence on 22nd July 2018, conductor has been appointed and our partner (GRETB) are currently hiring an Ensemble co-ordinator. 58 young people are now part of the Orchestra. 1 residency is complete with German Youth Orchestra and trainers as well as 5 public performances. Full programme of work including performances and residencies are now in place for 2018.
- **Aerial Sparks** project residencies and artist talks are now underway, two sea trips on the Celtic Explorer Ship have now been completed and the next one is planned for September 2018 with Artist in Residence, Carol Ann Connolly and Curator Louise Manifold.

- **Baboro**-Wide Eyes EU event completed, 100 EU delegates attended the conference held in Galway in 2018.
- **Small Towns, Big Ideas**, Open call for STBI complete-52 Projects selected (See Appendix 1)
- **Sruth Na Teanga**-is now in pre-production and has hosted workshops with the 14 artists who are co-creating the project under Branar Theatre.
- **Digital Programme**- capacity building workshops completed with Ars Electronica (Austria) and CREW (Belgium) 'Digital Programme Meetings' now up and running. The Immersive Classroom project will hold a workshop for young people in Galway on the 23rd June 2018
- **Wired Crossed**-workshops and residencies are underway and funding has been secured. Galway Community Circus are also now employing a General Manager and producer for the Project.
- **Project BAA BAA** will host a showcase of the project to Sheep Famers in Ireland at the TEAGASC farmers event on July 7th, 2018.
- **Gilgamesh**- Macnas have entered to pre-production and have now hired an Operations Manager to oversee the Gilgamesh Project. Site meetings, pre-production and planning meetings are all underway
- **Eye on the Edge-** 20 young people from Galway have participated in Strasburg at the European Youth Parliament in June 2018.
- **Dance Project**- has hosted workshops in Galway by Dans Nest, Dutch partner on the Project.
- **Northern Peripheries** has hosted an EU partner meeting, second meeting will take place in June 2018.

3. Capacity to deliver

Please also refer to the previous section of the report on the Cultural Strategy.

Audience Development formed part of the development (MOA) process and an audience development plan has been outlined for each project. These will form the basis of our audience development strategy and will be greatly enhanced by our recently appointed Audience development producer. He will work alongside a wider Galway 2020 sub-team to include our CEO, our Head of Tourism, Head of International Relations, Head of Community and Outreach, Volunteer Manager and Director of Communications and Programme Manager. The sub-team will ensure a very comprehensive audience development strategy which is organisational wide and one which will take into account, existing audiences, new audiences, international audiences, data collection, marketing and communications. We feel that this required a dedicated producer as our Audiences will be a key part of Galway 2020.

The Senior Management Team is overseeing the monitoring and evaluation of the overall project by National University of Ireland Galway and mechanisms and tools for data collection will be established as base line studies as part of the overall approach to audience development which will be integrated into our monitoring and evaluation approach.

In addition, we set out below the broad and strong support and sustainable commitment and advancements in place:

3.1 Cultural Strategy for the City and /county (see section 1.1)

3.2 SLA's

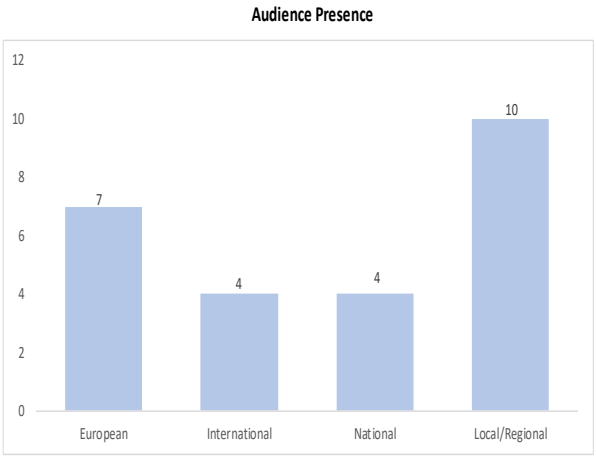
Strong links have been established with both local Authorities both in terms of Financial and "In-Kind" support. Galway 2020 has signed a comprehensive Service Level Agreement (SLA) with both Local Authorities, which not only secures the long-term funding from both authorities but establishes a strong and positive working partnership with clear reporting and governance structures. This relationship has been further strengthened by both local authorities, where they have both appointed a senior level liaison team that will work hand in glove with Galway 2020 in other important aspects such as logistics, locations, planning, relationship building and 3rd party introductions.

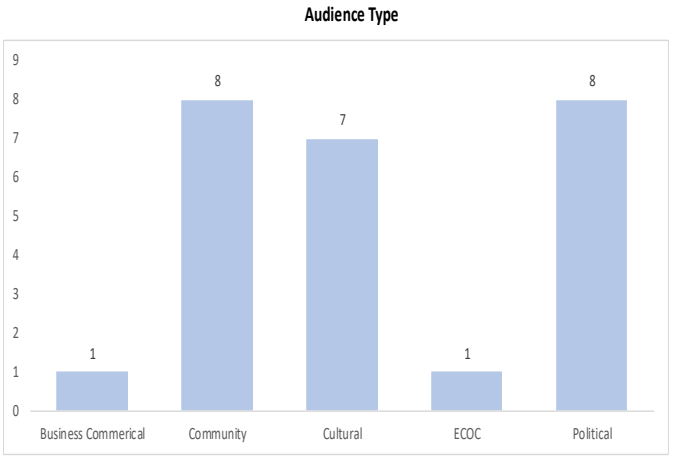
3.3 Briefings given

Galway 2020 CEO and team have been extremely active in engaging with our key stake holders at a local, national, European and International Level. Over the past 8 months we have had over 25 high level engagements ranging from local community groups, National State Departments, other European Cities of Culture (including Rijeka 2020), European Ambassadors, International visitors from the USA, Middle East and Asia (see table below). (Please note that in conjunction with these meetings there are weekly functional meetings with all the organisations involved with the delivery of the Galway 2020 project).

Year	Date	location	Audience	Position	Audience Presence	Audience Type
2017	October	Brussels	EWR	Members of the EWR	European	Cultural & Political
2017	November	Galway 2020 Offices	Kristen Keith	Mayor of Menlo Park California, USA	International	Political
2017	November	Galway City Council	Elected Members of Galway City Council	Galway City Councilors	Local/Regional	Political
2017	November	Plovdiv, Bulgaria	Meeting of ECOC Volunteer Coordinators	ECOC Volunteers	European	ECOC
2018	January	Galway 2020 Offices	Gerald Lawless	Chairman, World Travel & Tourism Council	International	Business Commercial
2018	January	Galway 2020 Offices	Mr. S Kogi	Chief Executive EU Japan Fest	International	Cultural
2018	January	Galway City Centre	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	January	Tuam, Galway County	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	February	Ballinasloe, Galway County	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	February	Clifden, Galway County	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	February	Galway 2020 Offices	Ciaran Cannon, TD	Minister of State at the Department of Foreign Affairs and Trade with special responsibility for the Diaspora and International Development	National	Political
2018	February	Galway 2020 Offices	H.E. Mr. Istvan S Palffy	Hungarian Ambassador to Ireland	European	Political
2018	February	Galway 2020 Offices	Rebecca Matthews & Juliana Engberg	Chief Executive Officer and Programme Director, Aarhus Executive Team	European	Cultural
2018	February	Galway City East	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	February	Galway City West	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	February	Indreabhán, Galway County	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups (presented in the Irish Language)	Local/Regional	Community

2018	February	Loughrea, Galway County	Applicants to the Flagship Programme of Small towns, Big Ideas.	Local Community Groups	Local/Regional	Community
2018	March	Dublin	Arts Council of Ireland	Board of the Arts Council of Ireland	National	Cultural
2018	March	Dublin	Josepha Madigan T.D.	Minister for Culture, Heritage & the Gaeltacht	National	Cultural
2018	March	Galway 2020 Offices	H.E. Mr. Ivan Masina	Croatian Ambassador to Ireland	European	Political
2018	March	Galway County Council	Elected Members of Galway County Council	Galway County Councilors	Local/Regional	Political
2018	March	Rijeka, Croatia	H.E. Ms. Olive Hempenstall	Irish Ambassador to Croatia	European	Political
2018	March	Tokyo, Japan	ECoC/Japan Fest Congress	ECoC Executive and Cultural Leaders	International	Cultural
2018	April	Galway 2020 Offices	An Taoiseach Leo Varadkar et al	Prime Minister of Ireland	National	Political
2018	May	Aran Islands, Ireland	Members of the Croatian Judiciary hosted by H.E. Mr. Ivan Masina Croatian Ambassador to Ireland	High Court and Supreme Court Judges	European	Cultural
2018	May	Galway 2020 offices	Galway County Council Liaison re planning and logistics	Directors of Services Team and Galway 2020 team	Local/Regional	Logistics and Planning
2018	March & May	Galway City Hall	Galway City Council Liaison re planning and logistics	Directors of Services Team and Galway 2020 team	Local/Regional	Logistics Planning and Public Realm





3.4 National Government Commitment

Full government funding of €15m has also been secured and officially confirmed by the Irish Government. Initial funding was received from the Irish Government in Quarter 4 of 2017. Minister Josepha Madigan has addressed the houses of Parliament providing overview of Galway 2020 and confirming the governments' commitment to Galway 2020. The Government is also represented on the Board of Directors by Declan McGonigal. See Appendix 3: Letter of Support National Government

Visit of Taoiseach

In April 2018 the Prime Minister of Ireland – Taoiseach Leo Varadkar visited Galway 2020 offices where he received a full briefing in relation to the programme and Galway 2020.

Question time at national government took place in 2018 with full briefings given to Government.

4.0 Outreach

4.1 Community Engagement

Our Outreach and Community Engagement work continues to retain its commitment to building genuinely strong relationships with local communities and civil society organisations that was established during the bid phase and continued throughout the transition period. Our approach involves both broad community engagement and more targeted work with harder to reach and marginalised groups, as outlined in the table below.

Our Outreach work is also fully integrated and aligned with the development of the cultural programme. The MOA Process previously outlined illustrates how as each project within the programme is progressed through the MOA Process the community engagement and social inclusion dimensions for each are fully scoped out and agreed with the project partners. This approach enables us to ensure that the scope and capacity for community engagement, volunteer participation, and specific actions in the area of social inclusion are fully and clearly identified and then integrated into the planning and development of each project from the outset.

Outreach and Community Engagement		
Action	**Description**	**Outcomes**
Public Information Meetings	14 x Public Information Meetings across the county and city in 2017	✓ Local communities kept fully informed of Galway 2020 progress during Transition Phase
Cultural Diversity Initiatives	Developed a range of grassroots cultural diversity initiatives including: • *Breaking Bread* – a new community feast event hosted in 2017 and 2018 celebrating cultural diversity and directly involving large numbers of minority communities • *Forest Days* – a programme of cultural events exploring shared cultural heritage between Poland and Ireland • *Takeover Day* – partnered with Galway City Museum in this unique youth event celebrating Traveller culture, heritage and ethnicity • *Intercultural Football Project* – weekly football tournament involving refugees and other migrants, local police, and the wider community	✓ Relationship with migrant communities and organisations strengthened and broadened ✓ Continue to build our own capacity to develop and deliver new intercultural initiatives
Small Towns Big Ideas	Widespread promotion of Small Towns Big Ideas Open Call 2018 with local communities through a series of public meetings and also direct outreach approach to raise awareness and assist groups in developing their ideas and submitting their applications.	✓ Large response to Open Call from communities across county and city ✓ Considerable diversity of applicants, both successful and unsuccessful, in terms of geographical spread, community background, artform and/or cultural activity (See **Appendix 1)**

4.2 *Wave Makers* – Galway 2020 Volunteer Programme

Galway 2020 Volunteer Programme ***Wave Makers*** is based on best practice in volunteer management and on the learning and best practice established in other ECOC's. Our work in this area has progressed considerably and we have undertaken a programme of research and consultations that has included:

- Gathering information and resources from a wide range of other ECOC volunteer programmes. This work has also included visits to Hull and Derry to meet with key personnel involved in the development and delivery of their volunteer programmes.

- Direct participation in the newly established network of ECOC Volunteer Programme Managers. This network is facilitating the transfer of best practice learning in volunteer programmes between a range of previous and future ECOC's including Liverpool, Wroclaw, Pafos, Aarhus, Matera, Plovdiv, Rijeka, Galway and others.

- Consultations with key volunteer structures at local (Galway Volunteer Centre and NUI Galway's award-winning ALIVE programme), national (Volunteer Ireland) and European (European Volunteer Centre) levels to identify resource and partnership opportunities at each level for our volunteer programme.

The initial research and consultation work has now been completed and has provided us with a clear picture of what is required for our *Wave Makers Volunteer Programme* in terms of resource requirements, timelines, recruitment strategy, and integration with the cultural programme.
We have now appointed a dedicated Volunteer Programme Manager and will quickly move from the research phase to the development and roll out phase of our volunteer programme in the second half of 2018.

5.0 Management

5.1 The Company

The independent company Galway Cultural Development and Activity Company Limited by Guarantee was set up and fully functioning from 1st June 2017. The process of developing an independent board with the right skill set continued and was fully populated by November 2017 See Appendix 4: Board of Galway 2020.

The relationship between the board and the Galway 2020 Executive Team is very good. There is a clear schedule of meetings of the board set out at the commencement of each year, meeting bi-monthly or as required. There is a clear agenda with all statutory and fiduciary requirements in place. There are also a number of Sub Committees of the board in place each with a clear Terms of Reference. See Appendix 5:Sub Committee TORs

The relationship between the Local Authorities and National Government has been well established and meet on a regular basis. The CEO presents to the Local Authority on average each quarter with updates, and to National Government as requested.

The Government nominee to the Board, Declan McGonagle meets with the National Government independent of the board on a regular basis.

5.2 Staff

The Staffing of the Galway 2020 delivery body commenced in June 2017 with the appointment of the CEO, Hannah Kiely following international recruitment process. This appointment unfortunately was one year after the awarding of the bid in July 2016. There has been considerable catch up done and the current staffing structure with brief CV's and proposed staffing structure is as per Appendix 6.

Hannah Kiely, CEO, appointed 29th May 2017

Chris Baldwin, Creative Director appointed July 2017 – This senior staff member left in May 2018. Following this the board has reviewed the composition of the cultural leadership required to deliver this programme and an announcement will be made shortly.

Damian Egan, Operations and Financial Director appointed August 2017

Fintan Maher, Communications Director appointed October 2017

Alan Kenny, Head of Human Resources, appointed May 2018

Marilyn Gaughan Reddan, Programme Manager, appointed April 2015

The CEO has put in place all regulations required to run and manage the company, including audit and risk, compliance, Programme Review, signing off procedures, process and policies, Internal management and administrative processes. These will include human resources, legal (e.g. project contract arrangements), data privacy, intellectual property rights, the criteria and systems for calls for projects, the marketing and branding strategy.

5.3 The Board

Since appointment of the Galway 2020 Chair the number of board meeting and location of same are outlined below. These meetings of the Board enable the enhancing of relationships in the City and County with local communities and local elected representatives.

Board meeting Schedule of the Board of Galway 2020

Year	Date	Location	Meeting Type
2017	09-Jun	Council Buildings, Galway City	Board Meeting
2017	13-Jul	Clifden, County Galway	Board Meeting
2017	08-Sep	Salthill, Galway City	Board Meeting
2017	10-Nov	Galway 2020 offices, Galway City	Board Meeting
2018	Jan-19	Loughrea, County Galway	Board Meeting
2018	09-Mar	Galway 2020 offices, Galway City	Board Meeting
2018	06-Apr	Galway 2020 offices, Galway City	Board Meeting
2018	11-May	Ballinasloe, Galway County	Board Meeting
2018	11-May	Ballinasloe, Galway County	AGM
2018	29-May	Galway 2020 offices, Galway City	Board Meeting
2018	06-Jul	Galway 2020 offices, Galway City	Board Meeting
2018	07-Sep	Galway County location	Board Meeting
2018	16-Nov	Galway 2020 offices, Galway City	Board Meeting
2019	11-Jan	Galway County location	Board Meeting

In addition to our scheduled board meetings each of the executive management team meet their respective Sub-Committees 2 to 3 weeks prior to each board meeting as scheduled above. Sub-Committees are;

- ***Audit Committee;***
- ***Communications Committee;***
- ***Programme Review Committee.***

5.4 Current Financial position

The appointment of a Financial Director and a Financial Controller has ensured the company made significant strides in the areas of: **governance, risk management, company secretarial and financial controllership, as well as establishing strong company procedures and policies and the implementation of industry standard accounting and management reporting systems.** This has resulted not only in the

company receiving a full unqualified audit for the financial year 2017 but has allowed us to secure the agreed tranches of funding from both local authority agencies and national government.

1. Full Budget review has been undertaken. The budget contains at a granular level the full detail and timing of all income and expenditure. This contains detail at a monthly, quarterly and annual basis and is monitored and presented to the board on a quarterly basis. See Appendix 7: Galway 2020 Budget

2. In line with best practice and to ensure the highest levels of governance, an audit committee has been established and is chaired by board member Enda Newton. Audit charter has been established and scheduled meetings occur every second month.

3. Risk register has been established and is maintained as a standing order for each board meeting. This is a live document where current risks are reviewed, reassessed and where necessary risk profile and risk level adjusted. Any new risks are assessed and logged.

4. Company secretarial. All annual returns, registration of directors and other returns are fully up to date and filed in accordance with the Companies Regulations Office and the Companies Act 2014.

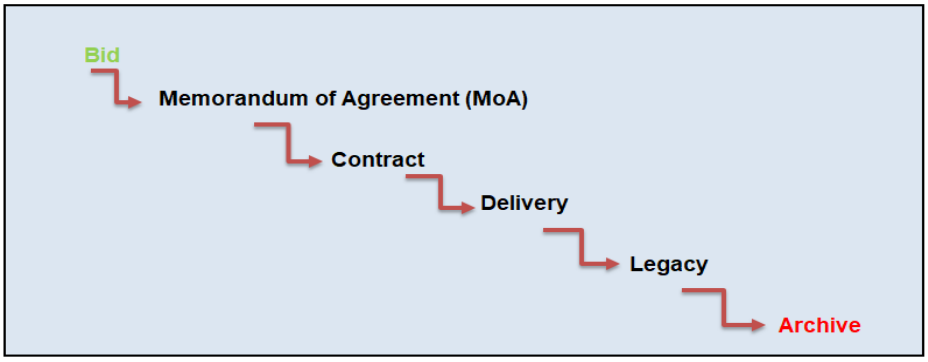
5. Service level agreements have been negotiated and signed between the company and the two local government authorities. Both these Service Level Agreements not only secures the long-term funding from both authorities but establishes a strong and positive working partnership with clear reporting and governance structures.

6. Full government funding of €15m has also been secured and officially confirmed by the Irish Government. Initial funding was received for the Irish Government in Quarter 4 of 2017. This funding was secured on submission of detailed expenditure which was independently audited. Further showing the high standard of record keeping and financial reporting structures that have been established by the company.

7. Programme data collection procedures from bid phase through to archive have been established as per fig 1.

   Funding to projects from Galway 2020 is only done on Collecting and reviewing 4 key data areas: Programme; Legal/Procedural; Finance and communications. Payment is made on full review by Finance Department and CEO. Transfer of Funds follows our bank process which requires two signatories.

Fig 1



European Union funding is ongoing and is a set out in the following table;

5.5 Programme Funding Applications Progressed

As part of the ongoing development and capacity building within the partner organisations delivering projects for and with Galway 2020, the programme team, where possible, have helped to identify and assist in the progression of applications to various sources of funding to further enhance projects alongside the Galway 2020 financial contribution. Some include;

Project	Organisation	Application to	Value	Status
Fresh Street #3	ISACS	CiroStrada	€20,000	Secured and committed
Wires Crossed	Galway Community Circus	Erasmus +	€75,000	Two rounds (2017 & 2018) Secured and committed
		Creative Europe	TBC	To be submitted in 2018/2019 round as part of the legacy programme
Digital Project RAS	NUIG	H2020	€90,000	Application submitted. Result pending
Northern Peripheries & Screen Talent Europe	Galway Film Centre	Nordic Culture Point	€99,000	Secured and committed
		Science Foundation Ireland		Application submitted
Crossing the Line	Blue Teapot	Creative Europe	€2million	Application submitted
Symphonic Waves	GRETB	Music Generation	€50,000	Secured and committed
		Erasmus +	€19,000	Secured 2017
Project BAA BAA The Galway Shawl-Joint bid project with Paisley 2021	Paisley 2021 UK City of Culture Bid	Renfrewshire Leisure Culture and Leisure Trust	€30,000	Secured and committed
		Regional Funding	€200,000	Currently being progressed
Hope it Rains	Milestone Inventive Production	FLAG	€50,000	Application submitted
		Science Foundation Ireland	€300,000	Application submitted
		LEADER	In discussion	In discussion

5.6 Communications Strategy

Responsibility for our communications was taken over by the Communications Director in October 2017. The Director developed the strategy with support from the Communications Sub Committee. The goal of Galway 2020's Communications team is to amplify the story of Galway 2020 to local, national and international audiences to demonstrate the opportunities and experiences Galway 2020 offers and to generate participation in and support for the programme. Fundamentally, we believe that by giving voice

to the Vision of Galway 2020 people will have a greater understanding of the power of culture to be a catalyst for a future of inclusivity, participation and cultural sustainability.

Vision

The Communications Strategy supports the overall Vision and Outcomes of Galway 2020.

Objectives

Galway 2020's communications is focused on achieving five core objectives:

- Empowering people throughout Europe and the rest of the world to experience and actively participate with Galway's programme of cultural events in person and in virtually immersive worlds.
- Inspiring participation and ownership amongst the citizens of Galway in Galway 2020. There is something for everyone, whether creator or appreciator of culture.
- Ensuring consistency of appropriate messaging across the organisation based on Galway 2020's organisational strategic plan.
- Strengthening the national /international profile of Galway and the region as a major European hub of culture and creativity.
- Increasing national and international tourism to Galway and the region.

Communications Principles

To enable us to achieve our objectives we are working to the following principles. We will ensure that Galway 2020 is being open and accessible to the public, institutions, media, politicians and authorities. We are active in encouraging cultural debate and ensuring that all information is freely available to all the interested parties. To this end we:

- have a corporate identity and ensure all our communications adhere to our guidelines;
- are using our corporate logo and design as well as the EU logo in all communications so that audiences will have no doubt that they are from Galway 2020 European Capital of Culture;
- clearly state in all communications that the European Capital of Culture is an EU initiative
- are accessible and listen;
- communicate through the mediums of English and Irish;
- communicate in a proactive and timely manner;
- are reliable;
- promote dialogue;
- are transparent;
- cooperative and communicate actively;
- honest, open and fair;
- communicate in clear concise way and make the goals of Galway 2020 clearer through concrete examples;

Key audiences

We are developing target profiles and characteristics for all Galway 2020 projects as projects are rolled out. There are also many key target audiences that are readily identifiable and for whom the communications team are developing bespoke communications. These are:

- People living in Galway city, county and the region
- Staycation visitors to Galway
- International visitors /tourists – Culturally curious
- Tour Operators, Tour agents, DMC, Group handlers and coach companies.

- Funders – those who contribute financially to the delivery of the Galway 2020 programme – National Government, Local Authorities, EU, Corporate funders
- Partners – programme project producers, artists etc.
- Volunteers – Galway 2020 Wave Makers
- Employees of Galway 2020,
- Our Board.

Key messages

A shared narrative and key messages about Galway 2020 as European Capital of Culture is the basis for all communication. A key message must be short and easy to remember and reflect our Vision, themes and long-term objectives.

- The year is **2020** - The place is **Galway** -The **countdown** is on
- There is **something for everyone** in Galway, Ireland and Europe in Galway 2020.
- Galway 2020 is a celebration of **European Culture**
- Galway 2020 is a celebration of **Irish language** as well as other **minority languages.**
- Locals and visitors should **expect the unexpected** during Galway 2020.
- This is a **once in a generation opportunity** for Galway and Ireland.
- It's going to be a **year of fun** and exhilarating experiences.
- Galway is **Ireland's cultural heart**, let's make it **Europe's cultural home**.
- Galway 2020 includes **both the county and city.**
- We want to Make Waves that will **challenge the status quo.**
- We want to Make Waves that achieve **a solidarity in diversity** and replace apathy with cultural curiosity.
- We want to **celebrate what is most valuable** in both Irish and European culture while Making Waves of renewal, disruption and transformation.
- Be part of **a wave of regeneration and growth** that will benefit our city and county
- Galway 2020 supports the **vision of European cultural diversity and inclusivity**.
- Galway 2020 is a cultural project on a **large, international scale**.
- Galway 2020 will present a programme of high artistic quality that will bring **magical moments**, **reflection and unexpected encounters** to the audience.
- Galway 2020 is **developing with the engagement of citizens**, not just as a passive audience or consumers of culture, but as active co-creators.
- Galway 2020 is **participative** in nature.

Communications channels

Online and social media continue to be key channels for us in engaging with our audiences and we have continued to build our social audiences organically (see media engagement below). We are also focusing on traditional media and we have signed Memorandums of Understanding with both national broadcasters RTÉ and TG4. Both agreements cover both marketing and content creation across all platforms. As both are members of the European Broadcasting Union(EBU) they are ideally placed to give us access to 73 public service media organisations across 56 European countries. Together the EBU members have the potential to unlock an audience of over 1 billion people worldwide broadcasting in more than 120 languages. We also have media partnerships agreed with local press and radio station.

- Digital
    - Digital broadcasting
    - Digital /mobile platform
    - Social media - blogs, apps, streaming
    - Hidden web
- Traditional media -TV, VOD, radio, newspapers, magazines
- Website
- People-to-people communication (events, visits, meetings, exhibitions and virtual communication)

- PR
- Physical branding and Outdoor Marketing
- Publications, brochures etc
- Patron and Ambassadors
- Volunteers, Staff and Board members

Public's response

As yet we haven't commenced tracking the public's response to Galway 2020. We are planning to start awareness /sentiment tracking this summer as part of the Monitoring and Evaluation process with NUI Galway and an independent market research company.

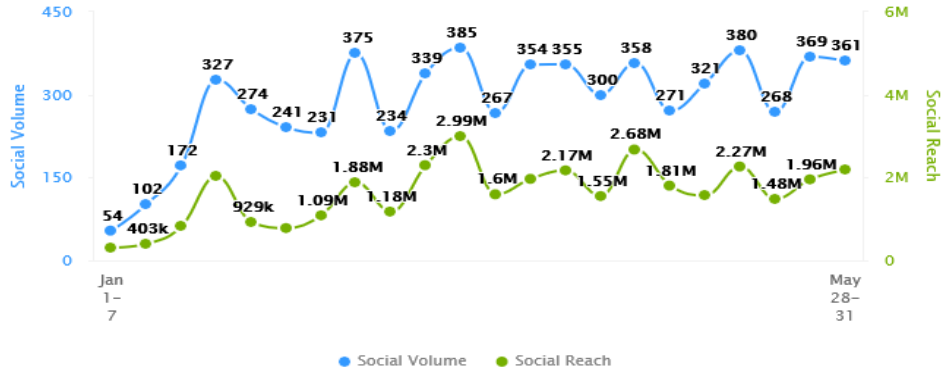
Media engagement

Galway 2020 has agreements in place with both of Ireland's national broadcasters **RTÉ** and **TG4** covering their TV, radio, digital and social channels along with media partnerships with local radio and press. Our plan for 2018 and 2019 is to build on these relationships and to increase visibility of Galway 2020 across all platforms. All media feature news, insights and commentary related to Galway 2020. Our first national social and radio campaign is commencing in June 2018 with the message ***"The year is 2020, The place is* Galway, the countdown is on!"**. We are developing similar campaigns across TV, radio, print and outdoor media.

In addition to our media partnerships we also have engaged the services of Meltwater Media to assist with the monitoring and evaluation of our media engagement.

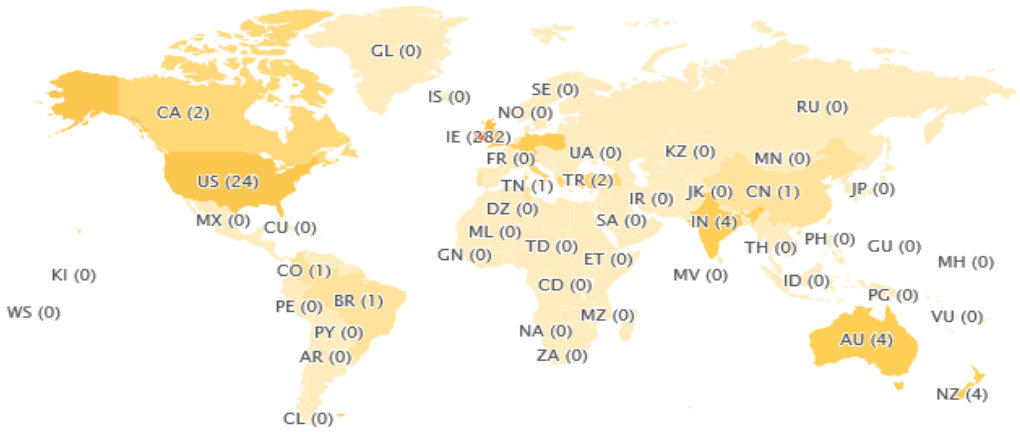
Social and online media continue to be at the centre of our media engagement. We continue to organically build our following and Galway 2020 continues to have one of the largest social media following of any ECOC. Across Facebook, Twitter and Instagram we have almost 90,000 followers with a reach of almost 3 million people in March 2018 coinciding with the funding call for our flagship programme Small Towns Big Ideas – see Fig 1.

Fig 1. **Social media volume and reach -Jan – May 2018**



Our media plan is to engage with local, national and international media across social and traditional channels to drive awareness of and engagement with Galway 2020. To date our media engagement has focused mainly on local and national media which can be seen by the heat map of coverage in Fig 2.

Fig 2**. Heat map showing global coverage**



Our media coverage continues to grow across all channels. In the first 5 months of 2018 we had an average of 33 articles per month with a peak of 39 in April 2018 (Fig 3). Total potential reach of the articles during the period was over 81 million (Fig 4.) with a peak of 30 million during April 2018 which was when government officially announced funding support for Galway 2020.

Fig 3. **Total media coverage, numbers of articles across all media -Jan -May 2018**

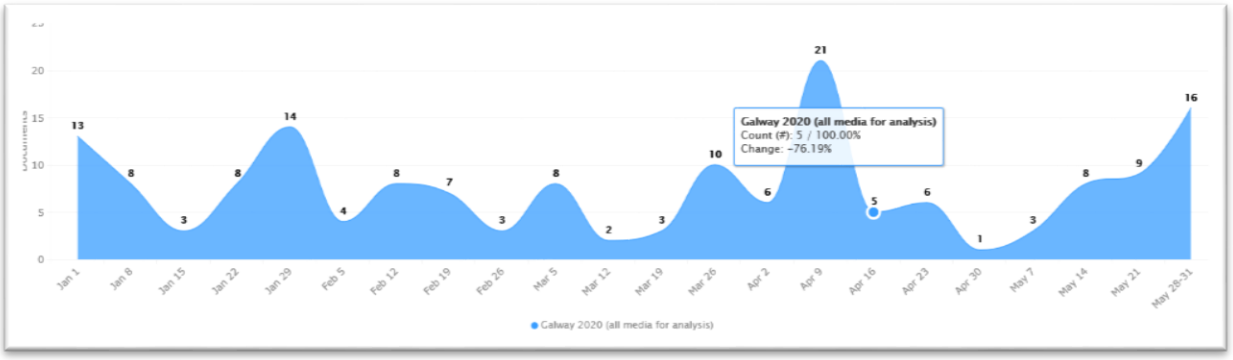
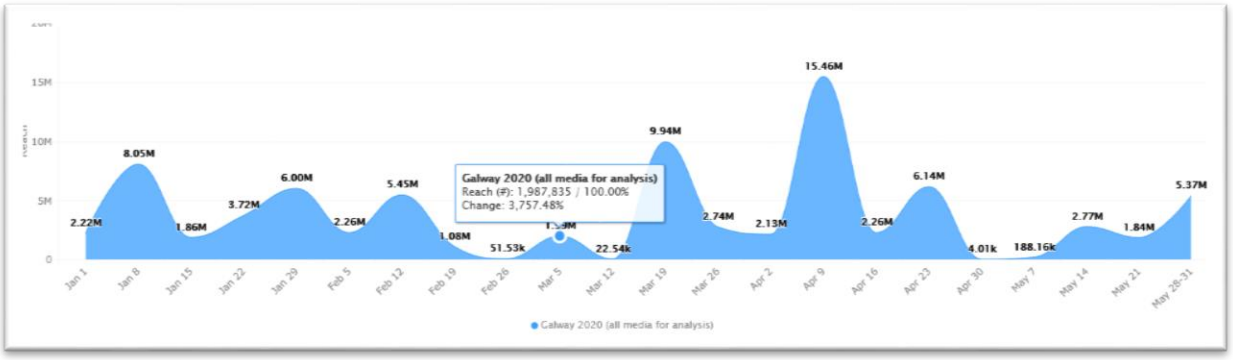


Fig 4. **Potential reach -all media -Jan -May 2018**



Coverage in the media has been largely positive and is focused on Galway, Galway 2020 and Galway as the European Capital of Culture. Themes of the coverage can be seen in the word cloud in Fig 5.

Fig 5**. Word cloud of trending themes in media coverage**



Tourism Engagement Plan

The Tourism engagement team at Galway 2020 is responsible for delivering on our objective of increasing tourism numbers to Galway and the region by delivering on the following elements:

- To convince the inbound tourism trade to consider coming to Galway city and County 'out of reason, out of season' by building on Galway's terrific reputation for creativity and the arts as new reasons to bring increased numbers of domestic and international visitors to the region.
- Catalysts in spreading demand/bookings for bed nights more evenly across the year by inspiring and supporting creative events in out of the way places throughout the year.
- To increase national and international tourism to the region in line with Failte Ireland and Wild Atlantic Targets of + 3% international and +1% domestic visitors in 2019 and 2020.

See Appendix 8: Tourism Engagement Plan

6. Key Milestones & Actions 2017 to 2019

Management		
Item	**Action**	**Timeline**
Staff Appointments	CEO appointed	done
	Creative Director appointed	done
	Appoint Director of Finance & Administration Director of Communications	done
	Appoint Business Engagement Manager	changed
	Additional Support Resources in Place	Done
Governance	Expanded Board Constituted	done
	Chairperson appointed	done
	Open call for final board members completed & remainder of appointments agreed	done
	Comprehensive Code of Governance, Internal Controls and Financial Regulations adopted by Board	done

Office	Finalise & Open new Galway 2020 offices.	done
Communications	Detailed Communications strategy to be in place including on and offline communications with particular focus on branding & recognition of the EU.	done

Contribution to long term strategy

Item	Action	Timeline
Cultural teams	Culture Teams established in Local Authorities who will act as the Galway 2020 support staff in the local authorities and deliver the Cultural Strategies in City & County	Done and ongoing
Regional & local authorities	• Meetings with the regional CE's completed • Cultural teams in Place • Programme of work agreed for 2018	Done and ongoing
Infrastructure	Securing of National Funding through Creative Ireland infrastructure funding to upgrade some current cultural facilities City & County to include; Glenamaddy Theatre, Thoor Ballylee, Coole, Town Hall Theatre and City Museum and substantive work started	Part of Project Ireland 2040 funding
Monitoring and Evaluation		
Legacy	Legacy Conference June 18, 19 and 20th – update will be forwarded to Panel	done

Capacity to Deliver

Item	Action	Timeline
Funding Applications	Ensure each project meets funding application deadline	Ongoing
	Organise Creative Europe Funding workshop	Q3
Sponsorship	Business sponsorship target of €150k to be reached	Q4
Local Authorities	Detailed Service Level Agreements to be finalised and signed.	done
National Government	Engage with the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs regarding details of funding drawdown and terms of reference for formal SLA	Some done and some ongoing

Programme

Item	Action	Timeline
Project by project review	Complete project by project review and update and revise work plan accordingly. (Refer to Appendices for status of each project) Agree funding plan with each producer	Done
Capacity Building	Capacity building frame work to be in place	Q3
Creative Director	Meetings with cultural producers complete Meetings with Key programme stakeholders complete Programme of work for 2018 drafted by Q4	Done and ongoing

Network s and EU Partners	Ongoing partnerships with EU Networks and attendance at EU events and network meetings	Ongoing
National Organisations	Meetings completed with each of the key National Organisations with regards to providing support to the programme National opportunity with other Irish Cities Meetings completed with Dublin, Limerick and 3 Sisters with a view to establishing areas for programmed collaboration	Q3 Q3
Partnership with Rijeka 2020	• Agree joint programme of work with Rijeka 2020 • Galway 2020 travel to Rijeka and meet with team and cultural producers • Galway to host Rijeka team in Galway and arrange project meetings Collaboration with Embassy	Done
Outreach		
Item	**Action**	**Timeline**
Public Meetings	All public meeting for City & County to be completed (two rounds of public meetings)	Done
Engagement projects	Engagement projects completed with communities throughout the county and city	Done
Schools	Teachers briefing completed	Q3
Public Meetings	Schools engagement projects completed	Q4
Engagement projects	Teacher Training programme-short course completed	Q3
Volunteer Programme	Delivery plan for Galway 2020 volunteer programme to be finalised	Q3
Engagement pojects	Programme of structured dialogue with local and national organisations completed	Q3
Volunteer Programme	A full audit of the capacity of rural areas to be completed	Q4
Audience Development	Audience development work plan completed for each project This will feed into an overall Audience Development Strategy in 2018	Q4

Additional comments;

Galway 2020 are holding the first of our Legacy Conferences on June 18th, 19th, and 20th and we will update the panel on this during the presentation in Rijeka.

Furthermore, we will have an update on Monitoring and Evaluation which we recognise as not being where it needs to be.

APPENDIX 1 – Sample of Small Towns Big Ideas successful projects from 1st Wave

52 Cultural Projects Spread Across Galway County and City



Sample Profile of Small Towns Big Ideas Projects

Ballinderreen Sur La Mer will develop a new cultural festival in the small rural coastal community Ballinderreen. Taking the theme of *Landscape,* the project will explore the unique coastal identity and heritage of this community through shoreline walks, talks and workshops. Taking the themes of *Language* and *Migration,* the project will explore the rich cultural diversity that exists in the community today. All of these elements will be woven together into a new weekend festival in October 2018 incorporating music, song, dance, food and much, much more.

Belonging in Ballybane will work with young people and their families in this city neighbourhood to create stronger bonds, connections and new collaborations within the local community. This project is rooted in the internationally recognised Narrative 4 story exchange model and will use food and music to facilitate exchange and learning between the project participants. This will include a series of cookery workshops with an international flavour and music workshops including song writing, rapping and deejaying. The project will culminate in a community feast and music performance event.

Galway's Mother Tongues Festival / Féile Ílteangacha na Gaillimhe will celebrate linguistic diversity and showcase artistic activities that involve the use of the many languages spoken in Ireland today and will feature musical performances, storytelling, poetry readings and workshops for all ages, to mark the UNESCO International Mother Language Day. The goal of this new festival is to employ different art forms to celebrate and reflect on the strong link between language and cultural identity and belonging.

Galway Stories: 2020 will be a new collection of stories set in Galway city and county by twenty acclaimed writers who live, or have lived, in Galway and will include maps, photographs and background information on each town and neighbourhood featured.

An Lucht Siúil / The Walking People will take audiences on a fascinating journey exploring the many different nomadic cultures that exist in Europe and around the world and have done so for thousands of years. The project will show the diversity within these cultures but also to discuss the common social and cultural barriers these communities experience through a unique festival programme of music, art, film, theatre and poetry.

Oileán Beag, Pictiúr Mór / Small Island Big Picture will involve 20 artists drawn from a local, national and international base to document the island of Inis Oírr over a weekend through their various disciplines and to produce a body of work that portrays the essence of island life on the smallest of the Aran Islands. The works will then be exhibited at Áras Éanna Arts Centre gallery before going on a Galway wide tour.

Appendix 2 – Programme Update **CONFIDENTIAL INFORMATION AROUND BUDGETS**

Programme Strand	Project	Short Description	Producer	Status as of 13 June 2018	EU, National & Local Partners
Small Towns, Big Ideas	Small Towns Big Ideas	Open call to the communities of Galway	G2020	Open call 2018 complete, 52 projects commencing	Local communities and Artists, Rijeka 2020, Aarhus 2017, Leeuwarden 2018
Hope It Rains	Hope It Rains	Series of cultural projects celebrating our 'weather'	Milestone Inventive	Production Plan complete	Údarás. LEADER. FLAG. Science Foundation Ireland. Windfarm Community. EU Artists.
AAIEP	AAIEP	Open call to Artists	G2020	Open call 2019 being drafted	EU Artists, Local Artists
AAIEP	Aerial Sparks	Broadcast project on board Irelands Marine research vessels	Louise Manifold	Production Plan complete	EU Artists/local artists/Marine Institute Ireland
AAIEP	Then and Now	Visual Arts project in the 'great castles' of Galway County	Mary Cremin	Production Plan near completion	Kerlin Gallery. Marcelle Alix.
AAIEP	Changing Waves	Arts & Health Project in the Hospitals of Galway	University Hospitals Arts Trust	Production Plan complete	EU Artists
Windows on the World	Ars Electronica	Digital Capacity Building programmes	G2020	1st workshop complete, 2nd planned for Oct 2018	Ars Electronica, Austria & Local Producers
Windows on the World	From Here On	Digital Music Festival	Mary Nally	Now part of Digital Programme	Local and National Artists
Windows on the World	Longtitude Latitude	Digital Visual Arts Festival	Tulca	Production Plan complete	CREW, ARS Electronica, National University Ireland, Galway, EU & National Artists and Curators
Windows on the World	RAS project	Digital	NUIG	Now part of Digital Programme	National University of Ireland, Galway
Windows on the World	Pilgrim		An Ait Eile	Now part of Digital Programme	
Windows on the World	DIGITAL PROJECTS	Suite of Digital Projects currently in Design	Galway 2020 in Partnership	Now part of Digital Programme	
Windows on the World	CREW-capacity building	Digital capacity building programme	CREW	1st workshop complete, 2nd planned for 2018	CREW-Belgium/Local Artists
Launching & Landing	Co-Created Launching Event		G2020	in development	
Launching & Landing	Aurora West		G2020	in development	
Weigh Anchor	Gilgamesh	Large Scale site specific outdoor spectacle in 3 parts	Macnas	Production Plan complete	Artichoke, London and Local Community Cast of 500 citizens
Weigh Anchor	Middle Island	Outdoor theatre performance on the island of Inis Mean	Druid	Production Plan complete	
Weigh Anchor	Spiritus/Safe Harbour		Music for Galway	Production Plan complete	EU artists

Weigh Anchor	Struth Na Teanga		Branar	Production Plan complete	Bjarne Sandborg – Teatre Refleksion – Denmark. Alex Byrne – NIE Theatre – UK and Norway. Mikel Murfi – Ireland. Charlot Lemoine - Velo Theatre – France. Davy and Kirsten McGuire – Artists – UK. Punch Drunk – UK.
Weigh Anchor	Mirrored Pavilions		GIAF	in development	International Artist - EU site location
Weigh Anchor	Monument		Galway City Museum	Production Plan complete	
Weigh Anchor	Promised Paradises		Mary Cremin	Production Plan complete	Modern Institute, Glasgow. Tanya Bonakdar Gallery. New York. Geothe Institut. French Embassy. RTE. BAI. The Model, Sligo. Hazelwood Estate, Sligo. GMIT: Letterfrack.
Weigh Anchor	Wires Crossed		Galway Community Circus	Production Plan complete	Ecole de Cirque de Bruxelles (Belgium). Circus Cabuwazi (Germany). Cirkus Cirkör (Sweden). Belfast Community Circus School (Northern Ireland / UK). CIRQUEON (Czech Republic). The Serious Road Trip (Romania). Zaltimbanq' Zirkus (Luxembourg). MMCC Mobile Mini Circus for Children (Afghanistan). Denis Josselin /Compagnie les Treteaux (France). Bruno Frenette / Traits Dunions (France). High Performance Productions (UK / Ireland). PiiPoo (Finland). Extraordinary Bodies (UK).
Weigh Anchor	Galway Ghost Train		NVA	NVA has closed-Re-Think Project	EU Artists
Ship to Shore	Project Baa Baa		Sheridans	Production Plan complete	
Ship to Shore	Aistriu		NUIG	Production Plan complete	EFACIS. Ealaín na Gaeltachta. IMRAM (Irish Language literary festival). Foras na Gaeilge. University of Rijeka. Báisteach go Deo!/Hope it Rains.
Ship to Shore	Gift of Tongues		G2020/Udaras	Production Plan complete	EU Artists
Ship to Shore	Sea Tamagotchi		Manchan Mangan	in development	
Ship to Shore	Cellissimo	A festival of Cello Music with spectacular concerts and performances	Music For Galway	Production Plan complete	Amsterdam Cello Biennale. John Whibley Holidays with Music.

Ship to Shore	Songs on an Open Road	Merge to new music programme	XXXXX	Merge to new music programme	
Ship to Shore	Galway Dance Project		Govern Dance	Production Plan complete	
Ship to Shore	Galway Dance Project		Kitchen Island Dances	Production Plan complete	
Ship to Shore	Take My Seat	re-think	G2020	re-think	
Ship to Shore	Tribes		G2020	Merge to Opening	
Ship to Shore	Crossing the line		Blue Teapots	Production Plan complete	Moomsteatern, Malmo, Sweden. Compagnie de l'Oiseau-Mouche, Roubaix, France. Mind the Gap, Bradford, England. Theatre Babel, Rotterdam, Netherlands. Theatre 21, Warsaw, Poland. Hijinks, Cardiff, Wales.
Ship to Shore	Eye on the Edge		G2020	Production Plan complete	European Youth Forum, European Parliament, Youth Work Ireland
Ship to Shore	Live Feed	Live Music Events led by young people for young people	G2020	Production Plan near completion	Local youth musicians
Ship to Shore	Northern Peripheries		Galway Film Centre	Production Plan complete	Galway Film Centre. The Nerve Centre - Derry. Aarhus Film Workshop, Denmark. Open Workshop Viborg, Denmark. Odense Film Workshop, Denmark. Film Workshop Copenhagen, Denmark. Filmwerkstatt Kiel, Germany. Filmvekshuset Tvibit, Norway. Mediefabrikken - Akerhus, Norway. Filmbasen Stockholm, Sweden. Film i Skane, Sweden. Filmcloud-Goteborg, Sweden. Kultur i Vast - Goteborg, Sweden.
Ship to Shore	Peripheral Tribal Vision		Galway Film Fleadh	Production Plan complete	Indie Lisboa, Portugal. Kaunas Film Festival, Lithuania. Kino Mediteran, Croatia. Midnight Sun Film Festival, Finland. Noordelijk Film Festival, The Netherlands. Off Camera Festival, Poland. Rijeka Art Kino, Croatia. Reykjavik Film Festival, Iceland. Timishort Film Festival, Romania. Valletta Film Festival, Malta. Faroe Islands International Minority Film Festival. Luxembourg Film Fest. A Wall is a Screen, Hamburg.

Ship to Shore	voyage in translation		Galway Libraries	Merge to new Literature Programme	Local Libraies and the European Library
Ship to Shore	West Words		PI & Stinging Fly	Merge to new Literature Programme	
Forward Motion	HyBrasil	Site specific theatre installation of the Island of HyBrasil-imagined in being by the children of Galway through residencies	Fibin Teo, Trish Forde	Production Plan complete	Rijeka 2020, Fibín Teo, Indreabhán, Galway
Forward Motion	Immersive Classroom		NUIG	Production Plan complete	CREW, Belgium, National University Ireland, Galway
Forward Motion	FreshStreet	European Circus Conference to be held in Galway in May 2019	ISACS	Production Plan complete	CircoStrada Network
Forward Motion	Baboro		Baboro	Project Complete	
Forward Motion	Symphonic Waves	A regional youth orchestra for the West of Ireland-legacy project	GRETB	Production Plan complete	Music Generation Ireland
Forward Motion	EVERY Child	Full programme of cultural activity for children	G2020	New Programme	ECoC's
Partnership	The Mighty Ocean	Merge to new music programme	Ollie Jennings	Merge to new music programme	
Partnership	Sugan	Merge to AAIEP	Alannah Robins	Merge to AAIEP	
Partnership	NUIG programme		NUIG	Programme of work underway	
Partnership	GMIT programme		GMIT	Programme of work underway	
Partnership	Healing Project		G2020		
Partnership	G2020 Publishing		G2020		
Partnership	G2020 Late initiatives		G2020		
ECOC projects	Home of Language		Leeuwarden 2018	Complete	ECoC Family
ECOC projects	EU Neighbourhood Day		Leeuwarden 2018	Complete	ECoC Family
ECOC projects	27 Neighbourhoods		Rijeka 2020	Underway	Rijeka 2020

Appendix 3: Government letter of support

An Roinn
Cultúir, Oidhreachta agus Gaeltachta

Department of
Culture, Heritage and the Gaeltacht

Hannah Kiely CEO
Galway 2020
16 Merchant's Road
Galway
H91 E342

5 December, 2017

Dear Hannah,

I wish to acknowledge receipt of your recent correspondence seeking approval to draw down Government funding towards the delivery of Galway as European Capital of Culture in 2020. I understand that you are seeking this drawdown specifically as a result of the preparatory work which has been undertaken by Galway2020 during 2017.

I further note that these costs have been incurred following the setting up of the new Galway Cultural Development and activity Company T/A Galway 2020 together with securing staffing with appropriate level of expertise and suitability to deliver this flagship programme in 2020.

In order to ensure the delivery of Galway 2020 to meet the overarching aims of this European initiative, I am pleased to advise that this Department will provide a grant up to a maximum of €250,000 in 2017. This funding allocation is being provided on foot of the earlier decision by Government to support the European Capital of Culture 2020 competition which saw Galway chosen as the designated city following an open and transparent competition process. The Government has committed a total of €15m to the delivery of this initiative in Galway in 2020 in respect of which an oversight agreement is in the process of being put in place. The remaining €14.75m will be administered in line with the signed oversight agreement.

Drawdown of this funding is based on the provision of receipts / certification of expenditure up to €250,000 on the schedule of expenditure you submitted. It is subject to:

1) Acknowledgement of the Department's contribution on all publicity and publication about the project.
2) Completion of a comprehensive report, including any conclusions or end product and any media comment or coverage of the project/events.

If you have any queries with regard to the above, please contact me at 01 6313894 / 087 2908193 or by mail at therese.oconnor@chg.gov.ie

Feargal Ó Coigligh

Rúnaí Cúnta

Appendix 4: Board of Galway 2020 Biographies

Dr Aideen McGinley, Chairperson of the Board, Galway 2020.



A national trustee for Northern Ireland on the BBC Trust, she has 37 years local and Central government experience in Northern Ireland being the first woman CEO in NI local government and subsequently the first woman Permanent Secretary in central government when she took up post, on devolution, to create the first Department of Culture, Arts and Leisure and then moved to the Department of Employment and Learning where she was responsible for further and higher education, employment and skills. Reflecting her interest in regeneration she took up a secondment in 2009 as CEO of ILEX, the urban Regeneration Company for Derry-Londonderry, where she was instrumental in developing the £400m, 10-year regeneration plan, building the symbolic peace bridge and successfully securing the inaugural UK City of Culture title 2013 for the city. Aideen has a experience of effective stakeholder engagement across a range of interests and sectors from urban and rural regeneration, social entrepreneurship and Creativity, to women and leadership development. She has been involved in a variety of roles in the non-profit sector, which coupled with her public and private sector experience and her ability to create integrated policy and delivery on the ground, has been recognised in her award of an OBE and an honorary degree from the University of Ulster. Aideen is a member of the mayoral commission for creativity in Liverpool. In addition, she is a jury member for the Department of Culture, Media and Sport's UK City of Culture Selection Panel.

Leon Butler, Board Member



Leon Butler has worked as a visual narrative designer, filmmaker, and educator in the media industry for over ten years. He has received awards from the Type Directors Club in New York for his work on Generative Typography, listed as a one of the Future Makers for 2016 and in the Young Directors Awards 2017. Leon's has completed residencies in SVA, New York, and at 72andSunny in Los Angeles. Leon was appointed as a Research Fellow at the National University of Ireland – Galway for 2016-17 and in 2017 as Designer in Residence in Otis College of Art and Design in Los Angeles. Leon is currently working as a Lecturer in design and professional practice at Dublin Institute of Technology as well as continuing to grow his own practice at Bold Visual Narrative.

Lisa Clancy, Board Member



Lisa Clancy, owns and runs her own Strategic and Communications Consultancy – Clansult Ltd. Lisa was the GAA Director of Communications for over seven years before setting up her own business. Working with Irish, European and International companies at senior and grassroots levels, Lisa also has experience dealing with a diverse group of internal stakeholders including; clubs, Irish diaspora, officials, athletes, councils, county boards and volunteers. Holding an MBA from Trinity College Lisa has worked as Head of Corporate Communications in the HSE and currently sits on the Board of Paralympics Ireland.

John Crumlish, Board Member



John Crumlish is the CEO of the Galway International Arts Festival since 2002 and has been involved with the Arts in Galway for almost 3 decades. A native of Carndonagh, Co Donegal John holds a BA in Psychology, an MA and a MBS in Business Practice. John has been a member of the Arts Council, a member of the project board of The Gathering and the Chair of the Steering Committee that won the Galway European Capital of Culture Bid. John was a Galway Person of the Year in 2013 and was made an Honorary Fellow of the Institute by GMIT in 2016.

Catherine Cullen, Board Member:



Catherine Cullen has created, managed or supervised cultural projects and events based on her experiences with different cultures and artistic activities over the last 30 years. After several years in journalism, editing and publishing, she became Editor in Chief of LIBER, the first European cultural supplement issued by Le Monde, El Pais, F Allgemeine Zeitung, The Times Literary Supplement and l'Indice, presided by the French sociologist Pierre Bourdieu. She was also an advisor to the French Presidency for the implementation of the Universal Academy of Cultures.

Catherine was Deputy Mayor for Culture for the City of Lille, France, from 2001 to 2014. In this capacity, she was responsible for the cultural policy of Lille, and for Lille 2004, European Capital of Culture. In 2008, she also became councilor in charge of Culture for the Métropole Européenne de Lille (MEL). For three years (2012-2015), Catherine Cullen was Chair of the Culture Committee of United Cities and Local Governments (UCLG) and is presently its Special Advisor. The Culture Committee is dedicated to promoting the role of culture in sustainable development through a global Agenda 21 for Culture. She is also an independent international consultant in culture and sustainable development, a subject she teaches at the Political Science Institute in Lille. In 2016 she became a member of the UNESCO International Fund for Cultural Diversity (IFCD) Panel of Experts.

Cllr Pearce Flannery, Board Member



Mayor of Galway City for 2017-18 Pearce Flannery is a self-employed local businessman. More than most Pearce Flannery understands the issues involved in job creation and community development because it is what he does every day in his business. Pearce passionately believes in what is good for Galway, so it is imperative it is prioritised by someone who cares in City Hall.

Máire Geoghegan-Quinn, Board Member



Máire Geoghegan Quinn is a Galway native, a former TD, Government Minister holding several different portfolios during her career, including Minister for Justice, and Minister for Transport, Tourism and Communications, and Minster for the Gaeltacht, among others. She was appointed European Commissioner for Research, Innovation and Science in 2010, and played a major role in the development of the Horizon 2020 research programme. She was also a member of the European Court of Auditors. Her wealth of experience and knowledge gained working within the European Union will bring a vital perspective to the Board, charged with delivering a project with such a strong European dimension**.**

Christopher Greene, Board Member:



Christopher Greene is a native of Connemara, Co Galway.
He is a passionate advocate for the Irish language, and works as a broadcaster and entertainer. He currently co-hosts the award winning 'Chris and Ciara' show on 2FM, and also co-produces TV and video content with Peter Ganley as one half of Galway based production company Final Boss Media, with strong online focus, including Craic Addicts for Channel 4's 4oD player, which was cited by industry magazine Broadcast Now as one of the successes of the new online miniseries round of commissioning.

He has also produced work for RTE's Republic of Telly, as well as working on many corporate projects. Chris's strong background in broadcasting and digital communications will bring a very important perspective to the Board, particularly in achieving Galway 2020's aim to be the first truly digital European Capital of Culture.

Kevin Kelly, Chief Executive Galway County Council, Board Member



A native of County Galway Kevin has worked in the Local Government Sector for over 30 years in a variety of different roles and authorities including Dublin County Council, Galway City Council , Laois County Council , Carlow County Council and Kildare County Council. Kevin is currently Chief Executive of Galway County Council which se population of 179,000 people, has a staff of just under 1,000, and a current revenue budget of €112m. Previous posts held by Kevin include Director of Corporate Services and Human Resources, Director of Planning and Economic Development and Director of Community and Enterprise. Kevin is also currently a member of the board of Ireland West Airport and contributes to a number of national committees including chairing the group tasked with the introduction of e-Planning. Kevin holds a B.A. in Public Management.

Caroline Loughnane, Board Member:



Caroline is a senior university leader with extensive marketing, branding and communications experience. She currently holds the post of Academic Secretary of NUI Galway, and was previously the University's Director of Marketing and Communications from 2008 to 2014.

In addition to her marketing and communications skills, Caroline's current role involves strategic management, policy formulation, financial management and risk. She also has strong experience of governance and partnership building, having served on a number of Boards, including Abbey Theatre Project Board (overseeing project to digitise the Abbey Archive).

Cllr Eileen Mannion, Board Member



Cathaoirleach of Galway County Council for 2017-18. Eileen was elected for the first time as a public representative in 2009. She is deeply committed to education and is on the Board of the National University of Ireland Galway as well as the Board of Galway Institute of Technology.

Claire McColgan, Board Member:



Claire McColgan is Director of Culture for Liverpool City Council. Claire first came to work for the City of Liverpool in 2000 to develop the public participation programme for the Capital of Culture bid cited as the reason for Liverpool's success. She invented and managed the groundbreaking Creative Communities programme which engaged thousands of residents in the Capital of Culture programme and, in 2006, was made Executive Producer of Liverpool's 2008 European Capital of Culture with responsibility for major events (including the opening and closing ceremonies), public participation and community engagement. She was appointed as Director of Culture in 2009 and is responsible for Legacy, Major Events, City Halls, Liverpool Film Office, Cruise Liner Terminal, Tourism and Cultural Policy for the City of Liverpool.

Claire represented the UK Local government in a UK Brazilian Cultural Policy Exchange funded by the Ministry of Culture in Brazil and the DCMS and is supporting Panama City in their 2019 programme. She is an expert in cultural regeneration of place and advises other cities on this nationally and internationally. She also advises other cities in their bids to be European Capital of Culture, their delivery and their legacy planning. She was a Director on the Board of Derry/Londonderry City of Culture programme and is currently an advisor for the Local Government Association and Arts Council England on culture good practice.

Declan McGonagle, Board Member:



Mr. Declan McGonagle was nominated to his position on the board in line with the recommendation from the ECOC Selection Panel. The Minister for Arts, Heritage, Rural, Regional and Gaeltacht Affairs was invited to provide a nominee to the Board, and nominated Declan. Declan has had a distinguished career in many cultural roles. In 1984 he was appointed Director of Exhibitions at the Institute of Contemporary Art in London and, in 1986, returned to Derry to run expanded visual arts/education and public art programmes for Derry City Council.

He was the first Director of the Irish Museum of Modern Art in Dublin [1990 – 2001] and created an international exhibition programme, a National Collection of Modern and Contemporary Art and award-winning Education and Community Access and Engagement programmes. He was shortlisted for the Tate Gallery's Turner Prize [1987] for 'making the Orchard Gallery an international centre for art'. He served on the Turner Prize Jury in 1993, and has served as external examiner in a number of UK third level institutions in Belfast, Glasgow, Manchester and London. He served as Chair of the inaugural Council of National Cultural Institutions [1999 – 2001], in Ireland. He has been a Contributing Editor of Artforum [New York] since 1992 and a member of the editorial panel of 'Engage', London. Declan has served as a member of the Contemporary Art Museums Committee of the International Council of Museums [Unesco, 1999 – 2001]. He was Irish Commissioner for the 1993 Venice and the 1994 Sao Paulo Biennales and has served on several Boards and Irish Government Cultural bodies. He was a member of the Steering Group for the preparation of the Irish Government's first National Cultural Policy [2015 – 2016]

Mr Brendan McGrath, Chief Executive of Galway City Council, Board Member:



Brendan McGrath, a native of Tipperary, has more than 37 years' experience in Local Government in Ireland across nine different county and town authorities.He has worked for Meath County Council for almost 21 years until he took up the position of Galway City Manager in June, 2013.
Prior to becoming County Manager in Meath, Brendan held the roles of Director of Services for Planning & Transportation, Housing, Water Services, Environment, Fire and Em Planning and Community and Enterprise.

Brendan holds a Master's Degree from NUI Maynooth in Venture Management and Project Finance.

Enda Newton, Board Member



Enda Newton is a practising solicitor and a Corporate Partner at AMOSS solicitors, one of Ireland's leading law firms. A Roscommon native and graduate of NUIG, Enda specialises in corporate law and governance, and previously worked as a senior lawyer in the Department of Finance. He is also currently Chairman of the Irish chapter of the British and Irish Trading Alliance. As a non-executive director, and Audit Committee member of the Investor Compensation Company DAC, Enda brings significant experience to the Galway 2020 Board in the areas of audit, legal, governance and risk management.

Appendix 5: TOR for Sub Committees

Communications Advisory Group

Terms of Reference

Chairperson: Lisa Clancy

Membership: Chris Greene, Leon Butler, Caroline Loughnane

Terms of Reference

- The Communications Advisory Group is a subcommittee of the Galway 2020 Board.
- The Group is made up of nominated Board members, with the Communications Director and other staff in attendance, as necessary.
- The Group will meet regularly – initially in sync with the schedule of full Board meetings.
- Actions from meetings will be recorded by the Communications Director.
- Other relevant persons will be invited to attend, from time to time, to assist in the deliberations of the Group.

Role:

- Provide expert advice and support to the Communications Department in the development and delivery of existing and emerging communications which underpin the strategic objectives of Galway 2020
- Support the Communications Director in forging relevant partnerships and links with local, regional, national and international organisations, groups and individuals.
- Inform the communications plan in line with best practice in terms of: developing KPIs, promotional channels and tools and gathering feedback from target audiences
- Review overall communication goals
- Review best communications practice from other European Capitals of Culture
- Advise on the development and roll-out of a Digital Strategy with a focus on new and emerging technologies and platforms utilised

Audit Committee - Terms of Reference (as adopted by the Board on [10] November 2017)

1. Membership

1.1 Members of the Committee are appointed by the Board, in consultation with the Chair of the Audit Committee (the "**Committee Chair**"). The Committee shall be made up of at least three members.

1.2 All members of the Committee shall be independent non-executive directors at least one of whom shall have recent and relevant financial experience. The Chairman of the Board shall not be a member of the Committee.

1.3 Only members of the Committee have the right to attend Committee meetings. On occasion, other individuals (for example, other directors, management and external advisers) may be invited by the Committee Chairman to attend all or part of any meeting of the Committee.

1.4 The external auditors shall be invited to attend meetings of the Committee on a regular basis.

1.5 The Board shall periodically review membership of the Committee at the instigation of the Chairman of the Board.

1.6 Members of the Committee shall be appointed for a period of up to three years, which may be extended by a further period of one year, subject to the members still meeting the criteria for membership.

2. Secretary

2.1 Such person as the Committee Chairman nominates shall act as the Secretary of the Committee.

2.2 The Secretary shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance.

2.3 The Secretary shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and minute them accordingly.

2.4 Minutes of Committee meetings shall be circulated to all members of the Committee and, once agreed, to all members of the Board, unless it would be inappropriate to do so in the opinion of the Committee Chairman.

3. Quorum

3.1 The quorum necessary for the transaction of business shall be two members. A duly convened meeting of the Committee (attendance by telephone, video conference or similar is acceptable for the purposes of determining a quorum) at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee.

4. Meetings

4.1 The Committee shall meet at least three times a year at appropriate times in the reporting and audit cycle and otherwise as required as determined by the Committee Chairman. When deemed necessary or desirable by the Committee or the Committee Chairman, decisions may be taken by unanimous written consent.

4.2 Outside of the formal meeting programme, the Committee Chairman will maintain a dialogue with key individuals involved in the Company's governance, including the Board Chairman, the Chief Executive Officer, the Operations Director and the external audit lead partner.

4.3 The Committee shall approve the annual calendar of its meetings.

5. Notice of Meetings

5.1 Meetings of the Committee shall be called by the Secretary of the Committee at the request of the Committee Chairman or at the request of external or internal auditors if they consider it necessary.

5.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date and dial-in details (if required), together with an agenda of items to be discussed, shall be forwarded to each member of the Committee and any other person required to attend. Supporting papers shall be sent to Committee members and to other attendees as appropriate, at the same time.

6. Self-Evaluation

6.1 At least once a year, the Committee shall review its own composition, performance and terms of reference and recommend any changes it considers necessary to the Board for approval.

7. Duties

7.1 The Committee shall carry out the duties set out below.

7.2 The Committee shall also review other disclosures and documents as determined by the Board from time to time.

8. Financial Reporting

8.1 The Committee shall monitor the integrity of the financial statements of the Company, including its annual and any interim reports and any other formal announcement relating to its financial performance, reviewing significant financial reporting issues and judgements which they contain before submission to the Board.

8.2 The Committee shall also review, and where appropriate report to the Board, on significant financial reporting issues and judgements made in connection with the preparation of the Company's financial statements.

8.3 The Committee shall review and challenge where necessary:

8.3.1 the consistency of, and any changes to, accounting and treasury policies both on a year on year basis, including any significant estimates or judgments across the Company;

8.3.2 the methods used to account for significant or unusual transactions where different approaches are possible;

8.3.3 whether the Company has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;

8.3.4 the completeness, clarity and consistency of disclosures in the Company's financial statements and consider whether any disclosures made are appropriate and set in context; and

8.3.5 all material information presented with the financial statements, such as the operating and financial review, the corporate governance statement and the directors' report.

8.4 The Committee shall review the content of the Annual Report and Accounts and advise the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for external stakeholders to assess the Company's performance, business model and strategy.

8.5 The Committee shall review the assessment of the prospects of the Company over the long term, including the appropriateness of the length of period reviewed, and shall make a recommendation to the Board to enable the directors to state that they have a reasonable expectation that the Company will be able to continue in operation and meet its liabilities as they fall due over the period of their assessment.

8.6 The Committee shall assess the effectiveness of the Company's financial reporting procedures.

9. Internal Controls and Financial Risk Management Systems

9.1 The Committee shall:

9.1.1 keep under review the adequacy and effectiveness of the Company's internal controls and financial risk management systems;

9.1.2 review the policies and overall process for identifying and assessing business financial risks and managing their impact on the Company and query with management any material deficiencies in the design or operation of the systems of internal control, of the existence of any material breakdown in controls or evidence of fraud or material misstatement of financial reports;

9.1.3 review regular assurance reports from management, internal audit and financial risk management, external audit, and others on matters related to financial risk and control; and

9.1.4 review the timeliness of, and reports on, the effectiveness of corrective action taken by management.

The Committee shall review and approve the statements to be included in the Annual Report concerning internal controls and financial risk management processes (which should include a confirmation by the

Committee that they have carried out a robust assessment of the principal risks facing the Company, including those that would threaten its business model, future performance, solvency or liquidity, together with a description of these risks and an explanation of how they are being managed or mitigated).

10. Whistleblowing, Fraud and Compliance

10.1 The Committee shall:

10.1.1 review, with reference to the Chief Executive Officer and the Chief Financial Officer, compliance related matters that may have a material financial impact.

10.1.2 review the Company's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The Committee shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow up action;

10.1.3 review the Company's procedures for preventing bribery and corruption and receive reports on non-compliance;

10.1.4 review the Company's procedures for preventing money laundering and receive reports of non-compliance; and

10.1.5 review the Company's procedures for detecting fraud.

11. Internal Audit

11.1 The Committee shall:

11.1.1 monitor and review the effectiveness of the Company's internal audit function in the context of the Company's overall financial risk management system;

11.1.2 consider and approve the remit of the internal audit function and ensure it has adequate resources and appropriate access to information to enable it to perform its function effectively and in accordance with the relevant professional standards;

11.1.3 ensure the function has adequate standing and is free from inappropriate restrictions. The Committee will also review whether the culture and tone of the organisation is appropriate to ensure support for the work of internal audit;

11.1.4 review, assess and approve the annual internal audit plan, including any material changes to the plan;

11.1.5 receive and review reports on the work of internal audit on a regular basis;

11.1.6 monitor the co-operation between the internal and external auditors;

11.1.7 review and monitor management's responsiveness to the findings and recommendations of the internal auditor and internal audit reports; and

11.1.8 meet the head of internal audit at least once a year, without other management being present, to discuss their remit and any issues arising from the internal audits carried out. In addition, the head of internal audit shall be given the right of direct access to the Committee where necessary.

12. External Audit

12.1 The Committee shall:

12.1.1 consider and make recommendations to the Board on the re-appointment and removal of the Company's external auditor. The Committee shall oversee the selection process for new auditors and, if an

auditor resigns, the Committee shall investigate the issues leading to this and decide whether any action is required. The Committee will also recommend to the Board that the audit services contract is put out to tender periodically in line with best practice and any applicable laws and regulations. In such cases, the Committee will oversee the process to ensure it is fair and transparent and all tendering firms have such access as is necessary to information and individuals during the duration of the tendering process.

12.1.2 oversee the relationship with the external auditor including (but not limited to):

12.1.2.1 approval of their remuneration, whether fees for audit or non- audit services, and that the level of fees is appropriate to enable an adequate audit to be adequately conducted

12.1.2.2 approval of their terms of engagement, including any engagement letter issued at the start of each audit and the scope of the audit;

12.1.2.3 assessing annually their independence and objectivity taking into account relevant professional and regulatory requirements and the relationship with the auditor as a whole, including the provision of any non-audit services;

12.1.2.4 satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Company (other than in the ordinary course of business);

12.1.2.5 agreeing with the Board a policy on the employment of former employees of the Company's external auditor, and monitoring the implementation of this policy;

12.1.2.6 monitoring the auditor's compliance with relevant ethical and professional guidance on the rotation of audit partners, the level of fees paid by the Group compared to the overall fee income of the firm, office and partner and other related requirements;

12.1.2.7 assessing annually their qualifications, expertise and resources and the effectiveness of the audit process which shall include a report from the external auditor on their own internal quality procedures; and

12.1.2.8 seeking to ensure co-ordination with the activities of the internal audit function.

12.2 meet regularly with the external auditor, including once at the planning stage before the audit and once after the audit at the reporting stage. The Committee shall meet the external auditor at least once a year, without management being present, to discuss their remit and any issues (including, but not limited to, difficulties or reservations) arising from the audit. The Chairman of the Committee shall be available for private discussion with the external auditors if required;

12.3 review and approve the annual audit plan and ensure that it is consistent with the scope of the audit engagement;

12.4 review the findings of the audit with the external auditor (including prompt notification of any significant audit findings). This shall include but not be limited to, the following:

12.4.2 a discussion of any major issues which arose during the audit;

12.4.3 any accounting and audit judgements;

12.4.4 the basis for the going concern assumption;

12.4.5 levels of errors identified during the audit;

12.4.6 compliance with relevant financial reporting standards and relevant financial and governance reporting requirements; and

12.4.7 review of the external auditor's report on the Company's annual financial statements.

12.5 At the end of the annual audit cycle, the Committee will assess the effectiveness of the annual audit cycle and report to the Board is necessary;

12.6 review all representation letters requested by the external auditor before they are signed by management;

12.7 review the management letter and management's response to the external auditor's findings and recommendations; and

12.8 develop and implement a policy on the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter. The Committee will review this policy annually and make recommendations to the Board if changes are required.

13 Reporting Responsibilities

13.1 The Committee Chairman shall report formally to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. The report shall include (where appropriate):

13.1.2 the significant issues that it considered in relation to the financial statements and how these were addressed;

13.1.3 its assessment of the effectiveness of the external audit process and its recommendation on the appointment or reappointment of the external auditor; and

13.1.4 any other issues on which the Board has requested the Committee's opinion.

13.2 The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed and make recommendations as to the steps to be taken.

13.3 A report to stakeholders on the Committee's activities shall be included in the Company's Annual Report.

14 Other Matters

14.1 The Committee shall:

14.1.2 have access to sufficient resources in order to carry out its duties, including access to the Company secretariat for assistance as required;

14.1.3 avail of appropriate and timely training as it sees fit, both in the form of an induction programme for new members and on an ongoing basis for all members;

14.1.4 oversee any investigation of activities which are within its terms of reference and act as a court of the last resort; and

14.1.5 management will ensure that adequate resources and advice are made available to the Committee to undertake its duties. Management will ensure that all internal controls, financial, accounting, auditing, legal, compliance, regulatory and any other information required by the Committee to carry out its work is made available to the Committee promptly.

Authority

15.1 The Committee is authorised by the Board to:

15.1.1 undertake any activity within its terms of reference;

15.1.2 seek any information it requires from any employee of the Company in order to perform its duties and may call any employee to be questioned at a meeting of the Committee as and when required;

15.1.3 obtain, at the Company's expense, outside legal or other professional advice on any matter within its terms of reference and invite those persons to attend at meetings of the Committee;

15.1.4 investigate any matter related to any aspect of the business of the Company;

15.1.5 have the right to publish in the Company's Annual Report, details of any issues that cannot be resolved between the Committee and the Board; and

15.1.6 delegate any of its powers to one or more of its members.

Terms of Reference / Working Group on Programming.

Chairperson; Declan McGonagle

Membership; Aideen McGinley, Claire McColgan, Hannah Kiely, Chris Baldwin

Terms of Reference

- The Working Group on Programme is a subcommittee of the Galway 2020 Board.
- The WGP will be made up of nominated Board members, the CEO, the Creative Director with programming staff in attendance, as necessary.
- The WGP will meet regularly in sync with the schedule of full Board meetings and minutes will be kept.
- Other relevant persons will be invited to attend, from time to time, to assist in the deliberations of the Working Group.
- The WGP will support the Creative Director in the detailed discussion, development and delivery of existing and emerging programme proposals which fulfil the objectives of Galway 2020, especially in relation to projects involving significant resourcing.
- The WGP will support the Creative Director in forging necessary partnerships and links with local, regional, national and transnational organisations, groups and individuals.
- The WGP will provide regular updates and make recommendations to the full Board on programming strategies and tactics for the period up to, during and beyond 2020.

Appendix 6: Galway 2020 Management Team Profiles, Staffing Plan & Organisational Structure

Hannah Kiely, Chief Executive, Galway 2020



Hannah is an experienced CEO with over 25 year's leadership experience. She is the former Chief Executive Officer of HC Financial Advisers, a graduate of NUIG, GMIT and the Institute of Directors of Ireland. A former President of Galway Chamber of Commerce, she has extensive experience in business both in Ireland and the UK, and previously won many accolades and awards including Business Woman of the Year award.

As well as significant business leadership and governance experience, Hannah has been a long-term supporter of the cultural, community and voluntary sectors. She has a strong personal interest in writing and painting, as well as being a passionate supporter of the arts and culture in Galway for decades. Having personally supported and worked with many arts, sports and community organisation, she has been instrumental in raising well over €120 million for the Film Industry. She has extensive experience in the educational sector having served on Boards of Management for many years also. She is also well known for her significant work with COPE Galway which includes working to develop a new domestic violence refuge for women and children in Galway. Hannah also set up the annual sleep-out homelessness fundraising initiative to raise awareness and funds, and has raised significant amounts of funds for several local charitable organisation.

Creative Leadership, Galway 2020

Chris Baldwin, Creative Director of Galway 2020, leaves the organisation by mutual agreement and the Board of Galway 2020 would like to thank him for his contribution to date and wish him well in the future.

Following these changes, the Board of Galway 2020 has reviewed the composition of the cultural leadership required to deliver an exciting and innovative world class programme and will make an announcement on this in the coming weeks.

Damian Egan, Operations Director, Galway 2020



Commencing his career with Ulster Bank Capital Markets in the late 90's, Damian moved to Galway in 2001 where he has developed a successful career in some of our city's large US multinational companies, holding key leadership positions in Financial planning, Controllership and Compliance.

Damian has a strong track record in delivering key business results, coupled with the ability to build and inspire complex project teams. During his time with Nortel and Avaya, Damian has led many projects in securing and transitioning various key roles and positions to the Galway site ensuring the site's status as a strategic location globally for the company. Damian holds a Master's degree in Accounting and Finance and is a Chartered Management Accountant.

Fintan Maher, Communications Director, Galway 2020



Galway native Fintan Maher will be responsible for designing and leading a large scale communications and marketing strategy in support of the ambitious programme for Galway 2020. Fintan is a highly experienced marketing and communications professional with over 25 years' experience across a variety of industries including Not for Profit, International Development, Manufacturing and Services. He began his career working with Barnardo's in the UK where he held a number of roles, progressing to the senior post of Marketing Director.
Fintan spent the next 10 years working in Ireland in various commercial activities. He was Director of Development for Cope Galway for 5 years and most recently he was Director of Public Engagement for Trócaire, the overseas development agency. Throughout his career he has honed his communication, interpersonal, management, public relations, commercial, organisational and motivational skills.

Alan Kenny, Head of Human Resources, Galway 2020



Galway native Alan Kenny is an experienced Human Resources professional with a history of working in the computer software and telecommunications industries. Skilled in Recruitment & Selection, Talent Management, HR Consulting, Change Management, Employee Engagement and Employee Relations. Alan has substantial experience of HR throughout the EMEA region.

Alan holds a Bachelor's Degree in Economics & Sociology from NUI Galway and a Diploma in Management from GMIT.

Marilyn Gaughan Reddan

Programme Manager



Marilyn is a multi-skilled and experienced Curator and Cultural Programmer. She has manged the Cultural Programme at Galway County Council for 17 Years where she programmed and managed a large programme of work In Culture, Film and the Arts. She was the programme manager behind 3 successful and significant designations for Galway including; European Capital of Culture 2020, Galway's designation as a UNESCO City of Film and the recently successful Music Generation Programme. Marilyn has co-founded many cultural organisations including; the University Hospitals Arts Trust, Galway. The Aras Eanna Arts Centre on Inis-Oirr Island in Galway, The Galway Music Education Partnership, TULCA-the season of Visual Arts.

Marilyn established Screen-West, Film Locations Service & The Galway Film Partnership with the Galway Film Centre, aimed at increasing support for film companies on location in Galway.

Marilyn Holds a Diploma in Cultural Tourism, Degree in Public Management, Higher Diploma in Arts Administration and Cultural Policy as well as having studied many short courses in History of Art, Film Making, Coding, Circus Skills & Painting. Marilyn is currently on secondment to Galway 2020 from Galway County Council.

APPOINTMENTS & 2018 RECRUITMENT PLAN

Function	Appointed	Vacant	Recruitment Timing
Management Team	CEO PA to CEO Finance & Operations Communications Human Resources	Culture Holder Stakeholder Engagement	Q3 2018 Q3 2018
Operations & Admin	Finance Controller Sponsorship Executive	Office Administrator	Q3 2018
Communications	Content Specialist Tourism Engagement Digital Media	Marketing Manager Public Relations Manager Volunteer Manager Volunteer co-ordinator	Q2 2018 Q2 2018 Q2 2018 Q3 2018

Creative Team	Programme Manager Cultural Producer * 3 Community Engagement Audio Visual & Administration	Cultural Producer * 3 Exec Producer (undefined content) Project Manager	Q2 2018 Q3 2018 Q3 2018
Stakeholder Engagement		International Relations	Q3 2018
Total	**16**	**13**	

Galway 2020 Organisation Chart



Legend
Blue = Position Filled
Amber = Candidate Identified
Red = To be Advertised / Filled

Appendix 7: Galway 2020 Budget

Income to cover operating expenditure						
Source of Income for Operating Expenditure	2016 €	2017 €	2018 €	2019 €	2020 €	2021 €
EU	-		500,000	500,000	2,000,000	-
National Government	-	250,000	500,000	9,000,000	4,250,000	1,000,000
City/County	1,645,176	756,000	2,067,916	1,900,000	5,330,908	300,000
Region	-	-		1,750,000	1,750,000	-
Sponsors	-	-	300,000	2,750,000	3,700,000	-
Other	-	-	300,000	2,000,000	3,200,000	-

Operating Expenditure					
Programme Expenditure	Programme Expenditure%	Promotion & Marketing	Promotion & Marketing %	Wages, Overheads & Admin	Wages, Overheads & Admin%
33,231,319	73%	5,484,947	12%	7,033,734	15%

Timetable for Spending operating expenditure						
Time Table for spending	Programme Expenditure	Programme Expenditure %	Promotion & Marketing	Promotion & Marketing %	Wages, Overheads & Admin	Wages, Overheads & Admin%

2016	1,316,140.80	4%	82,258.80	1%	246,776.40	4%
2017	281,680.00	1%	211,260.00	4%	513,060.00	7%
2018	2,347,466.24	7%	366,791.60	7%	953,658.16	14%
2019	13,425,000.00	40%	1,790,000.00	33%	2,685,000.00	38%
2020	15,861,031.87	48%	3,034,636.20	55%	1,335,239.93	19%
2021	-	0	-	0%	1,300,000.00	18%
	33,231,318.91	100%	5,484,946.60	100%	7,033,734.49	1.00

APPENDIX 8: Galway 2020 Tourism Engagement Plan

The Tourism engagement team at Galway 2020 is responsible for delivering on our objective of increasing tourism numbers to Galway and the region by delivering on the following elements:

- To convince the inbound tourism trade to consider coming to Galway city and County 'out of reason, out of season' by building on Galway's terrific reputation for creativity and the arts as new reasons to bring increased numbers of domestic and international visitors to the region.
- Catalysts in spreading demand/bookings for bed nights more evenly across the year by inspiring and supporting creative events in out of the way places throughout the year.
- To increase national and international tourism to the region in line with Failte Ireland and Wild Atlantic Targets of + 3% international and +1% domestic visitors in 2019 and 2020.

Stakeholders

1) State Agencies involved in tourism promotion of Ireland: Failte Ireland & Tourism Ireland
2) Trade (B2B*) businesses who's focus is to bring tourists in/inbound to Ireland: Tour companies, Tour Operators, Tour Agencies – wholesalers and online, Destination Management Companies (DMC's).

*****_Business to Business. The inbound travel trade is a catch all phrase for these businesses. Trade means this group in this document. Inbound means they literally bring visitors in to the country often used in the context of inbound/outbound agents or operators. Sources for these published databases are: Meitheal and ITOA._

Mechanics

1) State Agencies

Failte Ireland

Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination.

They also work with other state agencies and representative bodies, at local and national levels, to implement and champion positive and practical strategies that will benefit Irish tourism and the Irish economy.

They promote Ireland as a holiday destination through the domestic marketing campaign (DiscoverIreland.ie) and manage a network of nationwide tourist information centres that provide help and advice for visitors to Ireland. Galway 2020 is engaging with FI in the following ways:

Failte Irelands Trade Portal enables us book attendance at 'meet the buyer' events throughout the year with many mini paid to attend workshops**,** Meitheal being their annual flagship event. Meet the buyer events usual consists of 15- 30 x 1 to 1 pitches in a speed dating format. Timing is usually 8 – 10 to a trade representative.
Calendar of buyer events runs through the year in Ireland and is usually geo-market specific except for Meitheal which is world-wide. We plan to attend all such workshops.
17th & 18th April Galway 2020 attended its first international promotional event and had 64 x 1 to 1 meetings.

- We secured a unique opportunity to 'meet the buyers' (280) at a private dinner held the night before Meitheal began on Monday 16th April.
- This opportunity arose after connecting with the Wild Atlantic Way new head Miriam Kennedy and resulted in a very positive first meeting with a commitment from Failte Ireland Head of WAW Miriam and Head of Business Development Paul Mockler to support Galway 2020 in any way possible.
- The international buyers who attend Meitheal are recruited by Tourism Ireland in their markets and brought to Ireland with some € support.

- Failte Ireland hosts and entertains the buyers on arrival providing many familiarisation trips around the country.
- They also 'bring in' journalists, media, travel writers and social bloggers from targeted markets.
- Galway 2020 has been have signed up for notification across all these services and intends to avail of most if not all as and when they arise.

TOURISM IRELAND

Tourism Ireland is responsible for marketing the island of Ireland overseas as a holiday and business tourism destination. Tourism Ireland enables Galway 2020 to engage with international tour operators through "Meet the buyer trade" events, trade missions, advertising online and in print media, workshops, familiarisation visits, e-marketing, online tour agencies, co-operative marketing and publicity.

Tourism Ireland deliver world class marketing programmes in 23 markets across the world and reach a global audience up to 600 million each year.

- We commenced relationship building by introducing Galway 2020 to all the TI staff in all offices world-wide through a series of webinars, beginning on 9th April with our introduction. These were broadcast from the TI head office in Dublin. Invitations arose as a result of introductions at their annual Tourism briefing in December 2017 where we met all the senior management team and received invitations to present to all TI staff.
- Our collateral consisted of our first commissioned (90 second) video promoting Galway 2020 along with strong photography capturing the essence and spirit of Making Waves, accompanied with a take away brochure.
- This will be followed up with programme and market updates to Tourism Ireland staff in 23 markets/offices worldwide. Guide will be every 4 – 6 months. Presentation/Webinar will be customised to the news and updates at the time and each webinar will last approx. 30 minutes including 10 minutes for Q&A.
- TI Head of Markets all come to Dublin twice a year – once for Meitheal and again for their year-end marketing presentations. On April 11th we secured a briefing to the head of markets in our Galway offices and we joined this group for lunch. Here again we used our new video and strong photographic presentation and brochure
- We will build our relationship with TI offices internationally so that they will post relevant postings across various social channels about Galway 2020 programme, news and activities.
- The TI network of offices will be key promoters for us 'in market' for any Galway 2020 programmed events happening in their markets. This will be a micro-briefing reflecting detail to be shared when a particular geo-market is connected with the Galway 2020 programme.
- **We will be participating in a number of calendar of** 'in market' **promotional events** 1-1 speed dating, presentation and networking events organised by TI in specific geo markets.
- These in market events are offered via Tourism Irelands trade portal 'Industries Opportunities' along many other ways to engage with international visitors, media and trade i.e. 'Jump into Ireland' in the USA and 'Flavours' in the UK. At some events both trade and consumer meet like **World Travel Market** and the **International Travel Bureau**, ITB Berlin.
- **Other opportunities** we are investigating with TI are: Attendance at trade shows and on trade missions, Business tourism support, co-operative marketing including on and off-line campaigns funded on a 50:50 basis, web listing on Ireland.com, publicity press, media visits, bloggers etc, direct & e-mail marketing campaigns.
- Galway 2020 has been signed up for notification across all these services and intends to avail of most if not all as and when they arise.

2) Trade
Inbound Travel Trade – the Trade

- Published trade event databases generated by Failte Ireland and Tourism Ireland will form the core trade databases for use by us in connecting with relevant trade buyers by mail, phone, meet the buyer/pitch event or personal visit.

- Throughout the year the agencies issue 'invitations' or 'opportunities' to attend 'meet the buyers' in Ireland or abroad which will offer us the opportunity to build our buyer seller relationship and relationship with both agencies.
- Databases resulting from engaging with TI, FI & ITOA will give us all the trade contacts we need to promote Ireland to in any format we choose.
- We will be attending the annual ITOA workshop in March in both 2019 & 2020 Incoming Tour Operators (ITOA) is Ireland's longest established inbound tour operators association and the recognised body by the tourism agencies and key tourism industry stakeholder organisations.

Dual promotion to domestic and international visitors

- We will have a listing on Failte Irelands consumer portals Wild Atlantic Way & Discover Ireland
- We will participate and promote Galway 2020 through their Festivals and Events guide
- We will be listed on Ireland.com with 19.3 million views in 2017. This is a 24/7 international shop window
- We will use the community posting section of Ireland.com to promote Galway 2020. Ireland.com is where 'would be' visitors post questions to this 'community forum' and get very helpful travel advice and tips for community members.
- We will be have brochure and poster promotion throughout the network of Failte Ireland tourist offices country wide
- We will do brochure distribution through GLANCE who have a significant network of well-placed brochure stands in hotel and visitor attraction lobbies, at bus and train stations and airports in Galway, Clare, Limerick, Dublin and north Kerry.
- We are exploring co-operative marketing in partnership with Tourism Ireland & third parties such as airport/airline/ferry company/media organisations.

We are also exploring international advertising in partnership with Tourism Ireland, strategic partnership advertising/promotion within international markets.