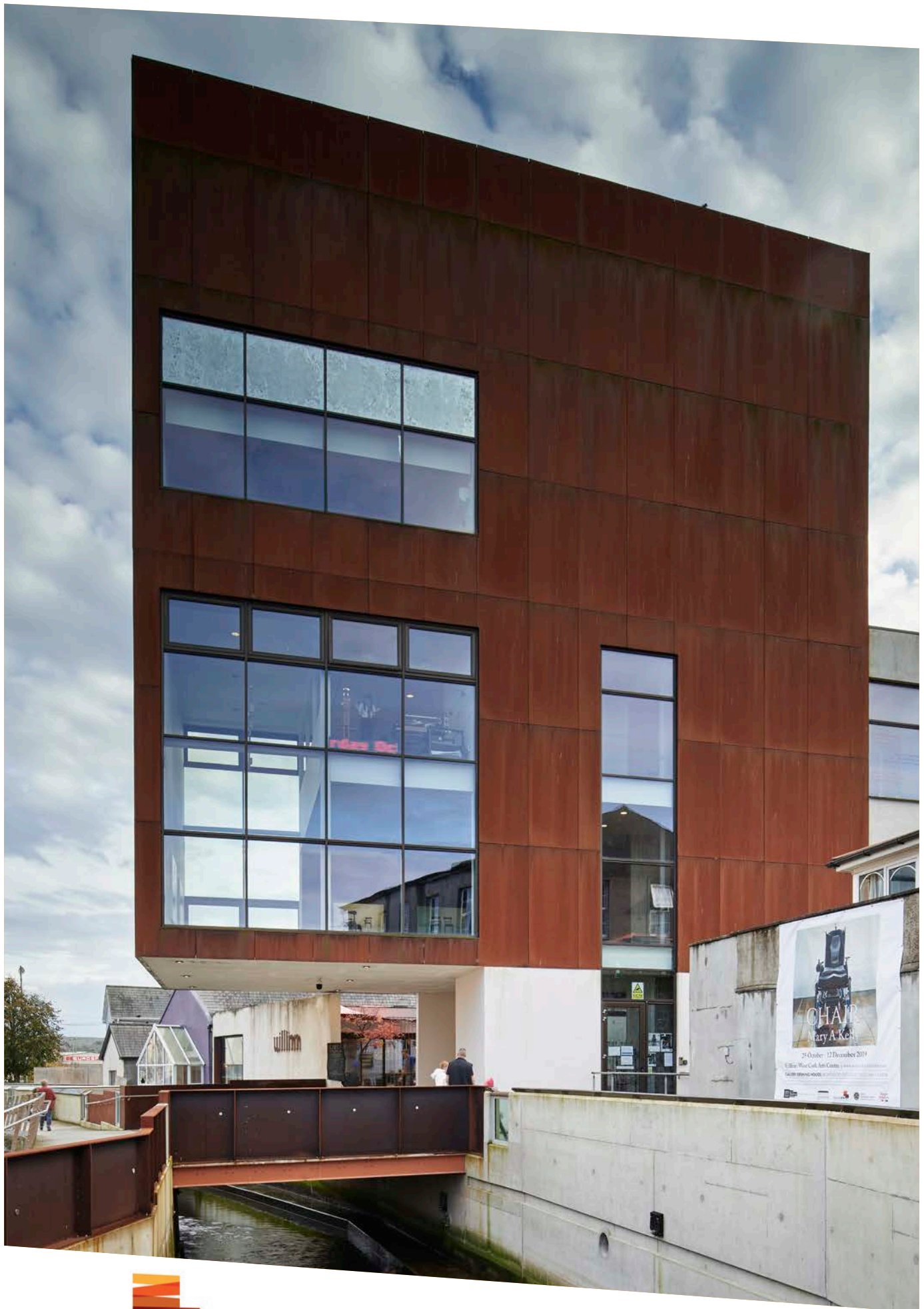


# UILLINN

## WEST CORK ARTS CENTRE

### Strategic Plan 2022-2025







**‘A strong and inclusively crafted cultural policy is an important element of democratic citizenship. The arts in all their forms are a social good, a medium for the articulation and vindication of rights, a channel for everyone to participate fully in society, and a critical instrument for citizen participation.’**

**Michael D. Higgins**

*Time, Vocabulary and Art's Thoughtful Uses of Feeling (2021)*<sup>1</sup>

<sup>1</sup> *Time, Vocabulary and Art's Thoughtful Uses of Feeling: a reflection on forty years of arts and education in Ireland* by Ciarán Benson with Martin Drury, Michael D. Higgins, President of Ireland, Áine Hyland, Seóna Ní Bhriain, Jane O'Hanlon, Mary Shine Thompson, editor. (Encountering the Arts Ireland (ETAI) and The Arts Council/An Chomhairle Ealaíon, 2021)





## INTRODUCTION

**This Strategic Plan** sets out Uillinn's strategic direction for the period 2022 – 2025. It indicates our core objectives, based on consultation and open dialogue with our Board, staff, funders, partners, stakeholders, artists and communities. It helps us to establish a clear direction for the next five years, building on everything that we have already achieved as an organisation.

The Strategic Plan is a working document and will be supported by other key documents, including our annual work plans and financial planning and reporting.

As we continue to develop our position as an excellent and ambitious regional hub, what follows is a statement of direction, a declaration of intent, a commitment to purposeful renewal.

## Who We Are

**Uillinn: West Cork Arts Centre** is a publicly funded arts facility, established in 1985, that creates opportunities for the people of West Cork to have access to, and engagement with, local and global arts practice of excellence, both at the Arts Centre and in an outreach capacity throughout the county. It supports a multi-disciplinary arts programme with a primary focus on contemporary visual art and a developing contemporary dance programme.

Uillinn: West Cork Arts Centre is a key resource for the West Cork region. With over 35 years track record in contemporary arts programming, community engagement and creative learning, West Cork Arts Centre has grown from strength to strength in its new permanent home at Uillinn, a purpose-built facility in the heart of Skibbereen town, which opened to the public in early 2015.

Uillinn provides a visual arts exhibition programme that has earned the centre national and international recognition and is an acknowledged leader in its fields of expertise. There is widespread respect and support from local and national institutions who partner with Uillinn in its many programmes. Three on-site Artists' Studios provide space for Irish and international artists to work, engage with each other and meet the public. Our Dance Residency brings top-class contemporary dancers, choreographers, performers and musicians to Uillinn to develop new work and present it to the public throughout the year. With initiatives such as Uillinn Dance Season and Dance Artist in Residence, the programme provides a space for artists to research, make, and present work to rural audiences.



Creative learning is at the heart of Uillinn's activities. The organisation supports a broad range of programmes that take art into the schools, hospitals and communities of West Cork. Active in commissioning new work, publishing, generating programmes in partnership with other agencies and organisations and disseminating best practice, we are committed to exploring innovative ways of combating the challenges facing audience development and participation, and the development of opportunities for artists, especially in relation to those located in rural communities and the islands. Uillinn offers a wide range of arts workshops, community-based projects, performances, film screenings, seminars, talks and gallery tours throughout the year.

Pioneering partnerships with agencies and organisations make our programmes both possible and relevant for our community. The Arts for Health Partnership Programme and the BA Visual Art Degree Programme both lead the way in arts provision for rural communities.



### **An Inclusive Future**

Uillinn is committed to developing and implementing an artistic programme that places public engagement, the right to cultural expression and social inclusion at its centre. Learning at Uillinn is a dialogical practice; through the arts and the work of artists, our programmes foster a spirit of public enquiry and curiosity. They enhance understanding, meaning-making, expression, experimentation, and risk-taking.

We are championing accessibility and promoting the right for everyone, of all ages, to enjoy and participate in arts and culture based on the principles of dignity, independence, inclusion and equal opportunity. We're asking ourselves: who else needs to be in the room and what do we intend to do to ensure that they are? We want to create equality of opportunity in practice and, importantly, in action.

We're aiming to ensure that our artists, artistic programme and audiences reflect the contemporary society in which they are situated and this particular moment in time. We're asking ourselves what our communities will need as they re-emerge from lockdown and re-integrate into society, into a post-Covid 19 context. The pandemic has given rise to a heightened awareness of the value of interconnection and of the local, and of supporting each others' well-being, both mental and physical.



### Investing for Resilience

Our dedicated staff team and Board are committed to providing meaningful access to contemporary artistic practice of the highest quality through our exhibitions, performances, events and activities. Our building, our people and our regional location allow for ambitious programming and wide-reaching participation opportunities with diverse audiences of all ages. In order to continue to do so and to ensure that we become a resilient organisation, we need the resources to strengthen our core: to expand the team and invest in our organisational capacity.

To this end, we are exploring all possibilities and partnerships to find new ways of leveraging the brand, currency and the reputational capital of Uillinn, in order to support Uillinn's consolidation, viability and potential.







## MONITORING AND REVIEW

This Strategy will be implemented and reviewed against the Goals and Key Actions outlined in each of the sections that follow. The Strategy will also form the basis of a series of work plans with maps, costings and timelines that will be reviewed annually and reflected on by the Board and staff team.

A number of specific new plans are proposed under the individual Goals:

- To conduct an Organisational Capacity Review - Year One, 2022
- To devise a Equality, Diversity and Inclusion Policy - Year One, 2022
- To devise a policy on artists' pay - Year One, 2022
- To devise a Communications Strategy - Year Two, 2022-23
- To develop a Fundraising Strategy - Year Two, 2023
- To develop a Climate Action plan - Year One, 2022

These are clear priorities for Uillinn, which will have a visible impact and will inquire investment.

The indicators of Impact are outlined beneath each of the Strategic Objectives in the sections that follow. An evaluation of these will enable us to demonstrate attainment of our goals.



## VISION, MISSION, PURPOSE

### Vision

A society in which we all can experience the transformative power of the arts from birth to end of life, helping us to shape and understand our changing world.

### Mission

To excel as a regional hub of contemporary arts engagement, artistic innovation and critical conversation that supports and nurtures artists and our communities, with equity of access for all.

### Our Purpose

A deep-rooted sense of purpose anchors all our thinking and activity: to nurture a creative community of artists, researchers, critical thinkers and learners and to share their work with our diverse and growing audiences.



## VALUES

### **We are:**

#### **Welcoming and Inclusive**

Whether you have dropped in for a coffee, come to see an exhibition, taken part in an online workshop, or are working with us as an artist, you are sure of a warm welcome. We are open, approachable and treat everyone with respect.

#### **Equitable**

We believe that the arts are critical to a healthy and flourishing society and contribute to our wellbeing as individuals, from birth to end of life. We respect the human right to cultural access for everyone, in all our diversity, and strive to be relevant to all our stakeholders, communities and audiences.

#### **Curious and Inquiring**

Exploration, learning and creative enquiry are at the heart of our programming ethos, and our engagement with people and communities. We document and evaluate our projects, engage in action-research, share our learning with peers nationally and internationally and keep abreast of the latest trends and thinking.



### **Ambitious**

Excellence and integrity drive our practice, our partnerships, collaborations, support of artists and all our public engagements. Our approach is forward looking and progressive, with a mindset of ambition and integrity. We value and support artistic experimentation and risk-taking. We enable artistic processes that bring about high quality arts experiences.

### **Collaborative**

Collaboration is at the core of what we do: our work with artists and with communities is integrated and inextricable. We listen to children and young people, families, artists, healthcare staff, teachers and the organisations that we work with. We respect their contribution and value their association with us. We value the richness of cross-sectoral alliances and artistic partnerships.

### **Pioneering**

We are constantly evolving and seeking to instigate new things, proposing programmes that contribute to change and to artform development, encouraging debate and facilitating critical conversations. We are a place of dialogue and inquiry, where critical thinking is facilitated and encouraged.





## **STRATEGIC OBJECTIVES**

**Inspire and ignite**

**Excel as a regional hub**

**Strengthen our core**

**Shine a light**



## 1. TO INSPIRE AND IGNITE

### Goals

- To contribute to local and national policy.
- To create work of ambition and excellence that incorporates research, evaluation, engagement and reflective processes.
- To contribute to artform development in visual arts, collaborative arts and contemporary dance, in particular.

### Key Actions

- Support artists to make work of ambition and excellence.
- Cultivate a creative environment and strengthen our capacity to support diverse artists, generating the conditions for artists to research, create, exhibit, perform, tour and engage in critical dialogue.
- Initiate a major, ambitious project every five years that will resonate locally, nationally and internationally.
- Be actively involved in networking with other Irish and international arts venues and organisations, and have long-term relationships with a growing network of artists.
- Lead by example and advocate for artists' pay and enhanced working conditions.
- Provide employment, places of work and other opportunities for artists through residencies, commissions, exhibitions and through working as part of our Artists Network.



- Embed the Dance Artist in Residence as the pivotal programme for developing contemporary dance in our rural region, prioritising work suited to the unique strengths and characteristics of the Uillinn space, region and islands.
- Research and develop a set of actions that harness digital technologies and virtual practices to enrich and disseminate arts practice to the benefit of artists and communities across boundaries.
- Facilitate residencies that support artists to work and interact with their peers, and that create meaningful connections between artists and the public.
- Support mentorship opportunities for artists, and ensure clear pathways for artists to access our supports.

### What Will the Impact Be?

Our physical and digital spaces will be animated by a high-calibre, meaningful, enjoyable and diverse programme of local, national and international work that will have attracted diverse audiences, and contributed to artform development.



## 2. TO EXCEL AS A REGIONAL HUB

### 2.1 POSITION OURSELVES

#### Goals

- Champion Uillinn's position as a regional hub of significant infrastructural and strategic importance, with national and international relevance and impact.

#### Key Actions

- Highlight our physical building and distinct geographical location (rural, remote, coastal) as key parts of our resource offering and identity.
- Inquire into the potential of the idea of 'hub': what it means as a physical place; as the centre of a network; as a porous organisation through which ideas pass in both directions; explore relationships between our location in Skibbereen and the West Cork region and what it means to be local, regional, peripheral.
- As the only purpose-built arts facility in the region, maximise the potential of the building for the making and presenting of work and for encounters between people and the arts.

#### What Will The Impact Be?

By 2025 our organisation and building will have been enabled to best serve our needs and ambitions for the future as a public-facing, artist-centred, community-based institution and hub.





## 2.2 STRENGTHEN COMMUNITY

### Goal

- To reflect and celebrate our people and particular place, resonating with their lives and interests, and broadening and deepening our reach.

### Key Actions

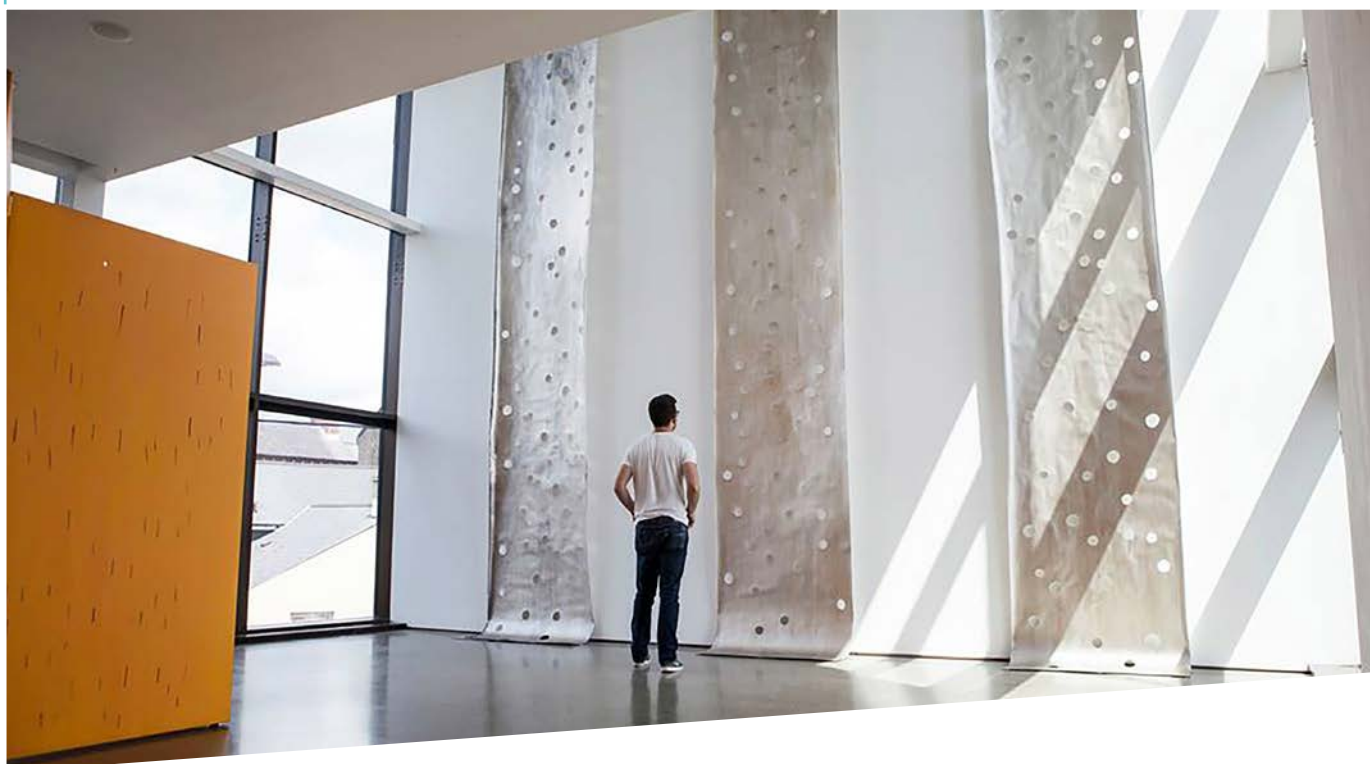
- Examine how we think about, understand and measure our audiences and participants.
- Provide a space for dynamic, sustained engagement in the arts by diverse communities (of place, interest, culture, ethnicity, gender identity) and by people with disabilities<sup>1</sup>.
- Develop programmes that take Uillinn out into diverse communities in order to facilitate their engagement with artworks and artists at Uillinn, or online.
- Take positive actions that reflect the diversity of our community through our exhibition, residency and creative learning programmes.
- Support artists in their co-creation of work with participants inclusive of those with disabilities.
- Continue to support the voice of children and young people, taking proactive steps to ensure representation at key stages of programming.
- Increase our reach to older people on the mainland, peninsulas and islands through the Arts for Health Programme.
- Create connections with people in communities that currently have low levels of participation.

1 The term 'people with disabilities' is used to apply to all persons with disabilities, including those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal or environmental barriers, hinder their full and effective participation in society on an equal basis with others. It encompasses age, gender, ethnicity and interest, as well as other identities listed in Irish equality legislation. The disabilities or impairments may be visible or invisible, longstanding or temporary.

- In the unlocking of our society, play an active role in community-based arts and wellbeing initiatives.
- Examine and test points of physical access to Uillinn, including opening hours and signage.
- Research and develop a set of actions that harness digital technologies and virtual practices to enrich and disseminate arts practice to the benefit of artists and communities across boundaries.
- Carve new pathways for dance artists to perform in our region, recognising and celebrating our rural context.
- Strengthen relationships with local amateur, community groups and festivals who recognise our support in helping them achieve their artistic ambitions.
- Participate in international dialogue to learn and expand our knowledge on arts participation in rural contexts.

### What Will The Impact Be?

We will have become a significant, integral and relevant resource to our communities of interest, place, culture, ethnicity, gender identity and people with disabilities.



## 2.3 STRENGTHEN PARTNERSHIPS

### Goals

- Grow partnerships and collaborations that support our ambition and potential, our strategic priorities and our organisational resilience.

### Key Actions

- Continue to engage with the Arts Council and work together to deliver on the strategic priorities of Making Great Art Work.
- Continue to strengthen our significant partnership with HSE Cork Kerry Community Healthcare, seeking to build resilience and develop the work of the Arts for Health Partnership.
- Continue to play an active role in Arts and Health Coordinators Ireland (AHCI) advocating for the progression of Arts for Health in Ireland seeking integration of Arts and Health into national policy.
- Engage with Creative Ireland at national and local level to support the delivery of their current Programme 2017-2022 and their evolution beyond 2022. In particular the work that supports children, young people, older people, health and wellbeing.
- Continue to grow and develop our relationship with Cork County Council, working strategically to deliver on our mutual aims, including our link with West Cork Libraries and development of opportunities for dance performance.
- Continue to develop partnerships to support our Artists' Residencies that increase reach and depth of engagement for the artists and public, such as Family Resource Centres, Active Age groups and Youth organisations.



- Continue to work with education partners to expand our research and education programmes, to cultivate formal and informal learning from preschool to post graduate.
- Engage with Cork Education and Training Board in consultation, and support the delivery of their new Arts Policy for Cork. Specific areas for development: younger and older people, dance education and marginalised communities.
- Develop partnerships to create more supportive contexts for diverse artists and communities to collaborate, including strengthening our relationship with Create: The National Development Agency for Collaborative Arts and West Cork Development Partnership.
- Seek support to help us build valuable alliances with the business community in the area, creating new tools and pathways for sharing information about activities, such as an annual networking event.
- Build relationships on a statutory and governmental level to develop new channels of support for Uillinn's work.
- Develop new partnerships with organisations that align with our climate action goals to establish new Artists' Awards and project opportunities.

### What Will the Impact Be?

We will have succeeded in increasing our impact through existing partnerships and expanding our activities through a number of valuable new partnerships.



## 2.4 CLIMATE ACTION

### Goal

- Embed environmental awareness and sustainability in all aspects of our work, from our physical infrastructure and operations, to our artistic programming, critical thinking and in our business partnerships.

### Key Actions

- Develop an environment policy and climate action plan aligned with our strategic objectives (Year One, 2022) that will define the challenges to be addressed, seek sustainable transformation and focus on action and impact.
- Form an Environmental oversight group comprising staff, Board and external expertise.
- Approach potential business partners and funders (business, agri-industry, environmental, social enterprise/inclusion) to develop innovative projects that address climate change.
- Introduce initiatives to off-set carbon use, develop partnerships with Green Skibbereen and work cohesively with local businesses on joint initiatives for carbon reduction.
- Connect with diverse communities in action-focused responses to tackle difficult issues, pushing boundaries, taking bold steps and being a catalyst for change.
- Through our exhibition, residency and creative learning programmes, engage with artists who are exploring the intersections of art, environment, climate change and sustainability.
- Monitor our climate action plan on an annual basis.

### What Will the Impact Be?

By 2025 Uillinn will have integrated environmentally aware solutions throughout its policies, operations, partnerships and programming and its carbon footprint will have been reduced.

## 3. TO STRENGTHEN OUR CORE

### 3.1 RESOURCING FOR RESILIENCE

#### Goals

- Enhance our ability to be resilient, viable and to deliver our mission.
- Grow our funding base, diversify income streams and develop our own revenue generation.
- Prioritise projects that bring resources of all kinds to Uillinn in our decision-making framework.

#### Key Actions

- Engage external expertise in order to develop a realisable Fundraising Strategy aligned to the objectives and values outlined in this Strategic Plan.
- The new Fundraising Strategy would explore possibilities to:
  - increase income through commercial opportunities in line with mission
  - explore the potential of every element of the resource/asset of our building and location for generating income and resources
  - leverage Uillinn's significant currency and reputational capital
  - explore philanthropic support
  - unlock the potential and support of members, friends, patrons and other stakeholders
  - explore the potential for further capital investment/development of our building or other physical infrastructure in Skibbereen
- Establish a Development Group linking funding to mission.



- Secure a place on Raise Programme or similar to gain funding support for a new Development/Fundraising role for Uillinn.
- Investigate social enterprise funding opportunities.
- Research EU funding and resource opportunities that advance the mission.
- Devise a high value international prize or project/exhibition that would attract substantial business sponsorship that would take place every 3 to 5 years.
- Monitor the Fundraising Strategy on an annual basis.

### What Will the Impact Be?

By 2023 Uillinn will have increased its capacity to generate income and diversify its funding streams, and by 2025 Uillinn will be realising annual targets outlined in its new Fundraising Strategy, 2023-25.



## 3.2 BUILDING ORGANISATION CAPACITY

### Goal

- Ensure that we have the internal staff capacity and organisational systems to fulfil our strategic aims by finding new resources to expand the team.

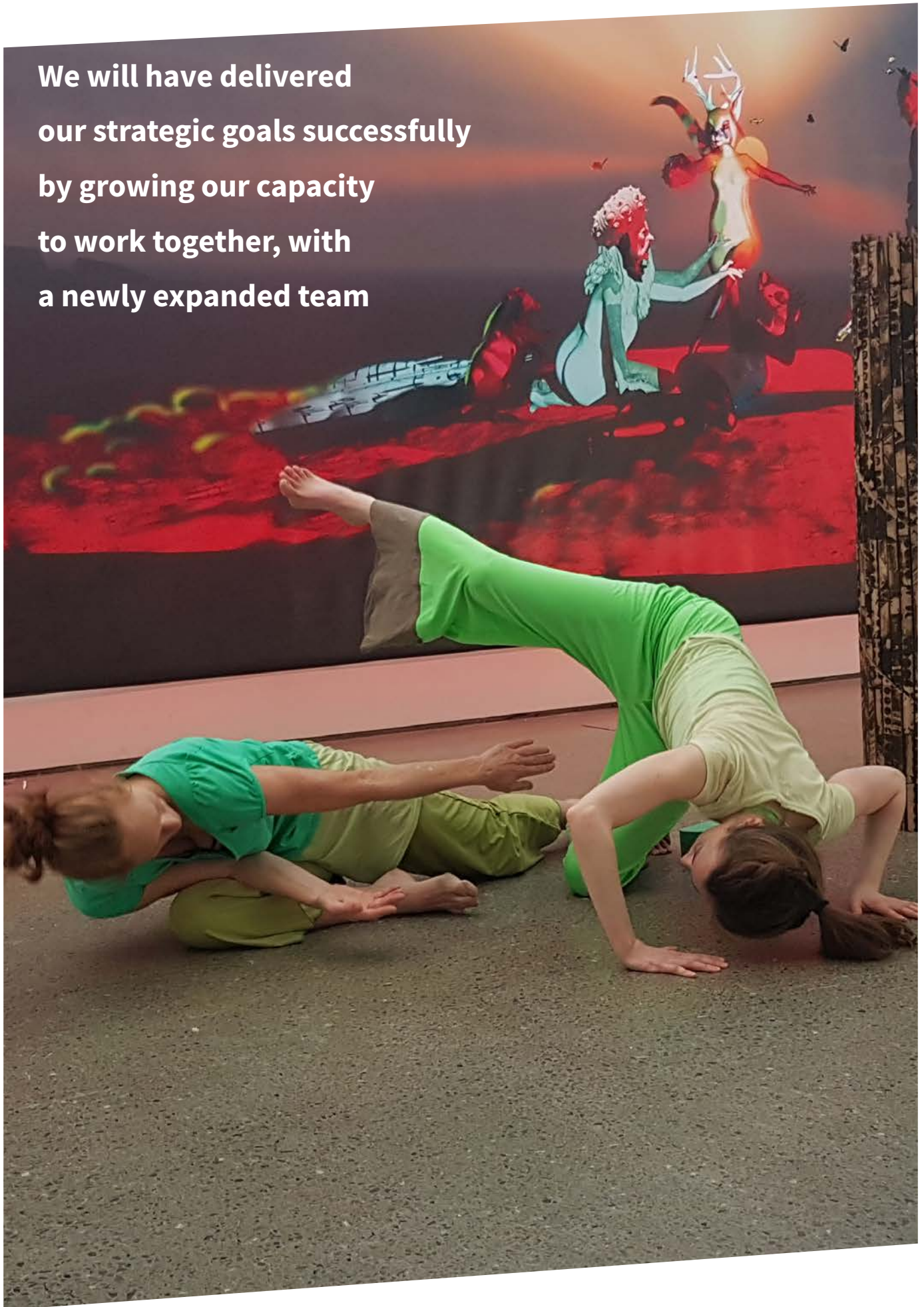
### Key Actions

- Review and revise our organisation structure and model to ensure that it supports the effective delivery of our strategic priorities, which cut laterally across a range of areas (Year One, 2022).
- As part of this Review, identify needs and investigate resourcing of the staff team to support new capacities in overall Operations management, a Communications / Marketing role and a Development / Fundraising role. Develop a clear road map on how to achieve this.
- Grow and streamline internal systems to support and expand our work and reach.
- Invest in the capacity and capability of the team to deliver our Strategic objectives, through training and continuing professional development.
- Develop annual work plans and timelines based on the priorities outlined in this Strategy.

### What Will The Impact Be?

We will have delivered our strategic goals successfully by growing our capacity to work together, with a newly expanded team.

**We will have delivered  
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### 3.3 GOVERNANCE

#### Goals

- Continue to develop the Board to best play its role in the successful delivery of this Strategy.
- Observe best practice and affirm Uillinn as a model of good governance.

#### Key Actions

- Ensure training for new Board members and introduce Board away days.
- Include diverse voices on our Board (age, gender identity, ethnicity, disability).
- Put transparent policies and procedures in place, covering Equality and Diversity as well as HR.
- Have an audit of our corporate governance.
- Build skills among the Board and staff in corporate governance obligations.

#### What Will The Impact Be?

Our Board will be comprised of highly engaged members whose expertise, skills, influence and mind-set will advance our ambitions and ensure advancement of organisational agendas and resilience for Uillinn.



## 4. TO SHINE A LIGHT

### Goals

- Raise profile and amplify our real-world and online presence, so that we communicate compellingly with our communities locally, regionally and internationally.
- Engage with and attract artists and audiences from increasingly diverse communities, including new communities and from new demographics.

### Key Actions

- Expand staff team with the addition of a new Communications and Marketing role.
- Develop a Communications Strategy and optimise the use of digital media to improve communications and marketing, so we connect more dynamically with diverse publics and multiple stakeholders (Year Two 2022-2023).
- Identify creative methods to gather our evidence, showing best practice to others.
- Investigate and communicate longitudinal impact; source and communicate relevant and inspiring testimonials, find new and compelling ways to tell the story.
- Redesign our website to ensure that it is visually fresh, easy to navigate, and that all online content, digital marketing tools and social media platforms are integrated.
- Develop a suite of visually striking communications materials.
- Monitor the Communications Strategy on an annual basis.

### What Will The Impact Be?

Enhanced visibility, connection and communications attracting broader and more diverse audiences, including from new demographics, which we will be able to measure using effective and relevant tools. We will see enhanced local pride and ownership of Uillinn more broadly.

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# APPENDIX

## Wider Policy Context

Uillinn: West Cork Arts Centre looks forward to delivering this Strategy within the context of the following policy frameworks and developments.

This Strategy is most significantly informed by The Arts Council's ten year plan (2016 - 2025) *Making Great Art Work* and its *Equality, Human Rights and Diversity Policy*. It also seeks to incorporate the exciting developments led by the all-of-Government, culture based programme, *Creative Ireland*. The Strategy sits within the visions for our national and regional development plans, in particular those focusing on culture, climate action and rural development.

In preparing the Strategy we consulted with our programme partners and sought guidance from their policy frameworks in health, wellbeing and education, in keeping with our ongoing practice of working with partners to achieve our common goals.



***Making Great Art Work***, the ten-year strategy of the Arts Council, maintains a twin focus on the artist and on public engagement. The definition of the artist includes that of collaborator and emphasises that artists work in a range of contexts, including social settings. ***Making Great Art Work*** sets forth a vision for an Ireland in which the arts are valued as central to civic life, as a hallmark of local and national identity, and as a sign and signature of our creativity as a nation. This encompasses the practice and enjoyment of the arts within communities and in dedicated venues and centres across the country. It embraces support for artists and practitioners of exceptional talent and commitment, so that they can have productive and rewarding careers. It supports and recognises the distinctive societal value of the arts, and provides for them accordingly.

The ***Arts Council's Arts Centres' Policy*** defines Arts Centres as 'full-time, public-facing, professionally-managed, building-based organisations'. They support the creation, presentation and mediation of the arts across a range of art forms, and arts practices. They support professional, collaborative, voluntary and amateur arts practice. Forging connections between the arts and the public is a defining characteristic of the work of Arts Council-supported Arts Centres.

***The Arts Council's Equality, Human Rights and Diversity Policy*** seeks to ensure that 'artists, audiences, participants and partners from diverse backgrounds have equitable opportunities to engage with and make art.'

In his introduction to ***Project Ireland 2040***, the then, Taoiseach Leo Varadkar highlighted the cultural basis upon which its ambitious programme is to be built and in particular, the social, economic and cultural infrastructure that will allow every individual and every part of the country to reach its potential. He emphasised the vision of a more creative and innovative society with opportunities for people of all ages, including young people and families, to enjoy our cultural heritage, our language and our landscape in a clean and healthier environment where individual wellbeing is the cornerstone of all public policy.

To this end, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media; the Department of Education and Skills; and the Department of Rural and Community Development have adopted strategies and policy frameworks including *Culture 2025*; *Creative Ireland*; *People, Place and Policy - Growing Tourism to 2025*; *Ireland's National Skills Strategy 2025 - Ireland's Future*; *Linking People and Places - 2018 to 2027*; and *Our Rural Future* — all of which underscore Project 2040's investment, development, revitalisation and internationalisation priorities.

*Culture 2025*, the government's framework policy, aims to 'enrich the lives of everyone through engagement in culture, placing emphasis on increased citizen participation, especially for those currently excluded.'

*Creative Ireland 2017-2022*, the all-of-Government, culture-based programme, organises its work around key themes - *Creative Youth*, *Creative Communities*, *Creative Places*, *Creative Nation*.

*Our Rural Future: Rural Development Policy 2021-2025* provides a framework for the development of rural Ireland over the next five years. Its vision is for a 'thriving rural Ireland which is integral to our national economic, social, cultural and environmental wellbeing and development, which is built on the interdependence of urban and rural areas, and which recognises the centrality of people, the importance of vibrant and lived-in rural places, and the potential to create quality jobs and sustain our shared environment'.

*Healthy Ireland's* vision is for a healthy Ireland where everyone can enjoy physical and mental health and wellbeing to their full potential, where wellbeing is valued and supported at every level of society and is everyone's responsibility. The four goals of *Healthy Ireland* are to increase the proportion of people who are healthy at all stages of life, reduce health inequalities, protect the public from threats to health and wellbeing and create an environment where every individual and sector of society can play their part in achieving a healthy Ireland.



**Sláintecare** is the ten-year programme to transform our health and social care services. It is the roadmap for building a world-class health and social care service for the Irish people. The Sláintecare vision is to achieve a universal single-tier health and social care system where everyone has equal access to services based on need, and not ability to pay. Over time, everyone will be entitled to a comprehensive range of primary, acute and social care services.

***Education and Training Board Action Plan for Education / Statement of Strategy 2021-2023***

The three goals of the Action Plan are to ensure education standards and improve the learning experience to meet the needs of all pupils, in schools and early years settings; ensure that all pupils experience equity of opportunity in education and are supported to fulfil their potential and ensure, together with our partners, that we ‘provide strategic leadership and are supporting the delivery of the right systems and infrastructure for the sector’.

The **Cork County Development Plan 2022-2028** articulates the importance of dynamic, attractive and resilient town centres, of a built environment and cultural life of the highest standard, and of the potential of marine leisure-oriented towns and their role in tourism. The Plan also emphasises the arts’ critical role in placemaking, social inclusion, employment generation, and quality of life and the need to address facilities gaps to effectively support those functions.

The ***Cork County Council Arts Plan (draft)*** sets out the following themes: Improving public access to and participation in the arts; supporting the professional creative of interpretative artist; celebrating cultural heritage and diversity; wellbeing and lifelong learning and placemaking; cultural and creative industries and economic development; the environment; the creative digital world; looking outwards and thinking outside the box.

### ***Universal Declaration of Human Rights, Article 27***

This United Nations (UNESCO) Declaration set out 30 inalienable rights which apply to all people at all times, in all locations. Among them is the human right to participate in and benefit from both culture and science:

#### **Article 27**

- Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.
- Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

### **Acknowledgements**

This strategy was developed in consultation with stakeholders and partners, the Board, the executive and team, facilitated independently. Uillinn: West Cork Arts Centre would like to thank those who so generously contributed their time and thinking.



## Image Credits

1. Exploring the *Discovery Box* by Sarah Ruttle for the exhibition *Silver House* by Laura Gannon, 2015.
2. Uillinn: West Cork Arts Centre, 2019. Photograph by Ros Kavanagh.
4. Exploring *Taking a Line* by Karl Burke for the exhibition *Elemental*, 2019. Photograph by Kevin O'Farrell
6. *Little Light Pocket Theatre*, an Arts for Health project with artists Sarah Ruttle and Sharon Dipity, 2021.
7. *Unintentional Moments* by Charlotte Donovan for Cruinniú na nÓg 2018.
8. Artist in Residence, Catherine Weld in studio, 2017. Photograph by Kevin O'Farrell.
9. *Rhythm of Fierce* performance by Croí Glan, 2015. Photograph by Emma Jervis.
10. *The Great Uillinn Circus Project* with Ana Ospina, Alice Halliday and Michael Stephens. Spearline Team and participants after the Skibbereen St. Patrick's Day Parade, 2018.
11. Early Years encounters with Uillinn Public Engagement Artist Kate McElroy at *The Past is a Foreign Country* by Anita Groener, 2019.
12. *Dēmos*, an installation with live performance by Liz Roche Company for Uillinn Dance Season 2021. Photograph by Tomasz Madajczak.
13. *Curiosity Project* with Sarah Ruttle, visit to Playgroup, 2020.
14. *Invisible Histories*, dance, sculpture and sound in the gallery with Mary Wycherley, La Cosa Preziosa and Rory Tangney, 2018. Photograph by Michael Holly.
15. *West meets West*, featuring the work of three leading artists from west Cornwall, Philip Booth, Matthew Lanyon and Tony Lattimer, 2017. Photograph by Kevin O'Farrell.
17. Top: Croí Glan rehearse *Tilt* at Uillinn, 2020. Photograph by Emma Jervis.  
Centre left: *Together Now: The Engagement Project*, a group exhibition including artists from Kilkenny Collective for Arts Talent (KCAT), 2019. Centre right: Families exploring an installation by Ewa Bone + Ewa Kozubal for *Art in Action*: an interactive multimedia exhibition especially for children, 2020. Photograph by Robert Harris. Bottom left: *Arts for Health Podcast* 2019. Presenter Liz Clark interviews Day Care Coordinator Anita and artist Anne Harrington Rees. Bottom right: Daphne Wright presents a Gallery Talk for her exhibition *Antrum*, 2015. Photograph by Emma Jervis.
19. *Silver House* by Laura Gannon, 2015.
21. Visitors to *A Dialogue with the World*: the BA Visual Art Degree Programme graduate exhibition on Sherkin Island, 2018 experience Catch Keeley's *Salvage X*.
24. *Prime*, a dance performance by Maria Nilson Waller at the exhibition *The Edge of the Landscape* by William Crozier, 2017.
26. Tara Brandell (Uillinn Dance Artist in Residence 2015-16) and Laura Sarah Dowdall respond to *Scissors Cut Paper Wrap Stone* featuring work by Alan Butler, Clawson & Ward, Eva Fàbregas, Pakui Hardware, John Russell, Andrew Norman Wilson and Jennifer Mehigan, 2017.
27. Young people participating in the dance film project *Twisted* with Helga Deasy (Uillinn Dance Artist in Residence 2017-2018) and filmmaker Colm Rooney. Photograph by Kevin O'Farrell.
29. Artist in residence Hina Kahn, 2019.
30. Artist in residence Tomasz Madajczak, *The Space In-Between*, 2020.
34. *Curiosity Project* for Playschool group with dance artist Mihaela Griveva, 2017. Photograph by Kevin O'Farrell.

## **UILLINN: West Cork Arts Centre**

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