

Department of Culture, Heritage and  
the Gaeltacht  
Performance Delivery Agreement  
Quarterly Status Report-Q2-2019

**Quarterly Status Report**  
**Performance Delivery Agreement**  
**Between**  
**The Department of Culture, Heritage and the Gaeltacht**  
**and**  
**Galway Cultural Development and Activity Company Limited by**  
**Guarantee**  
**T/A Galway 2020**

## **Introduction**

Galway 2020 has undertaken to hold a quarterly reporting meeting with all public funders and a separate bi-lateral meeting with the Department on progress against milestones under the Performance Delivery Agreement signed on 6<sup>th</sup> November 2018.

This report includes progress on meeting agreed milestones under the key performance indicators outlined in the Agreement and includes the following sections:

- Overview of progress on delivery of the programme;
- Updates on governance arrangements, risk management and staffing;
- Progress on Partnership Programmes; and
- Progress on the monitoring and evaluation, and Legacy programmes.

This report is accompanied by an Independent Auditor's report confirming that best financial practice has been applied in respect of the expenditure for which funds are being drawn down.

## 1. Galway 2020 Cultural Programme Update

### 1.1 Contract Milestone Update

Approximately 64% of all contracts are now complete. We are progressing draft contracts and agreements under the following headings;

- Agreed funds and funding schedules
- Ticketing
- Billing
- Production assistance
- Press and marketing supports
- Branding
- Volunteering

	Project No	€	%
Signed/Galway 2020 Owned	21	3,955,000	64%
Final draft - ready to sign	3	563,000	9%
In draft	9	5,233,785	27%
<b>Grand Total</b>	<b>33</b>	<b>9,751,785</b>	<b>100%</b>

### 1.2 Cultural Programme

As part of the ongoing development of the Cultural Programme a number of artists and companies have been engaged to develop new work for Galway 2020. Site visits have been completed for 10 new projects, now under development during this quarter.

The overall programme continues to be developed in preparation for the launch of the programme in September 2019.

#### 1.2.1 Fresh Street 3

As a result of their partnership with Circostrada, the ISACS Network hosted the International conference, FRESH STREET#3 in partnership with Galway 2020. This event took place from 22 – 24 May 2019. 250 international delegates from all over the world attended. This included artists, practitioners, programmers, producers, festivals, stakeholders, policymakers, and journalists. The event was hosted by the National University of Ireland, Galway, with a one-day exploration of place and identity on Inis Oírr, Aran Islands and the events in Galway secured more local and national media coverage than either of the two previous Fresh Street conferences held internationally.

### 1.2.2 **Symphonic Waves**

The Symphonic Waves Orchestra has expanded to now include new sections. Ongoing auditions and performances are taking place for high-level progression pathways and performance opportunities for advanced young musicians aged between 13 and 21 years from Galway, Roscommon, Sligo, Leitrim, Mayo, Clare, and Limerick. Symphonic Waves is produced by Music Generation Galway. Monthly rehearsals will continue to build repertoire including newly commissioned work and continuing mentorship with the sectional leaders.

### 1.2.3 **The Arts Council**

The Arts Council and Galway 2020 signed an MOU to agree a programme of work, ensuring new opportunities for artists, and to help build a lasting legacy for the year-long cultural programme. The Arts Council will hold a series of events in Galway throughout 2020, including its Summer Plenary meeting; the announcement of the 2020 Laureate na nÓg; a Creative Schools celebration; and an Equality, Human Rights and Diversity initiative.

## 1.3 **Capacity Building and Training**

Galway 2020 continues to provide ongoing capacity and training opportunities as part of our ongoing programme of work.

### 1.3.1 **Make a Move**

The ‘Digital Practices’ Art Incubator was the first pilot Art Incubator of the ‘Make a Move’ project. It was organised and hosted by Galway Theatre Festival, and took place from April 25th – May 4th 2019 in Galway City and on Inis Oírr. Aims of this were to support the international and national artists to build new skills in the area of digital practices, to provide artists with the opportunity to learn new skills in the area of online audience development and develop artists’ business skills by focussing on project producing and funding for co-production projects.

### 1.3.2 **Future Landscapes**

Future Landscapes was an intensive four-week programme in May created in conjunction with the Moore Institute at NUI Galway as a part of the Galway 2020 digital programme. Using technology to imagine unknown realities can inspire new ways of looking at the world.

Run by Rachel Uwa of the internationally-renowned 'School of Machines, Making and Make-believe' based in Berlin, the programme will focus on enhancing physical and social landscapes through technology and exploring the potentials of Mixed Reality (MR)

### 1.3.3 **EU Networks Seminar**

This seminar was hosted by the Arts Council and Galway 2020 in June 2019. Connecting with a European cultural network can open doors to new opportunities, co-creation, learning, information sharing, new ideas and much more. It can lead to partnerships and projects with like-minded organisations from across Europe and enable application for EU funding programmes including Creative Europe. There is a wide range of European cultural networks across many different activities and practices, from informal alliances of culture professionals to formalised membership bodies. The aim of this seminar was to present a few of these networks and to explore how they work and how they can contribute to the work of cultural organisations and individuals. The session also explored cultural mobility and the benefits and challenges of undertaking mobility opportunities and collaborations with partners in other countries.

### 1.3.4 **Small Towns Big Ideas**

Small Towns Big Ideas is a Galway 2020 flagship programme. The programme commenced in the summer of 2018 with 51 different community generated projects spanning Galway city and county with 24 city-based projects. Most of these projects are now well underway and many have already been realised with considerable success.

The assessment process for Round 2 of Small Towns Big Ideas is now complete. A total of 115 Expressions of Interest were received from which 27 projects across the county and city were selected to be supported. The total value of funds awarded is €211,000. With €300,000 being awarded in Round 1, this brings the overall investment from Small Towns Big Ideas in local communities to over €0.5m. Taking Round 1 and Round 2 together, over 70 new cultural projects will have been supported under the Small Towns Big Ideas programme by the end of 2020.

The selection process involved an initial assessment from the programme team and then assessment by an independent panel that included the county and city Arts Officers and a representative each from the Arts Council, Galway City Community Network and Artichoke. Meetings with all of the selected groups are now underway to discuss and agree the scope and detail of their projects and once this process is complete the full picture for Small Towns Big Ideas Round 2 will be presented.

Projects from Round 1 of Small Towns Big Ideas continue to culminate and host public events. Over 20 projects already completed with the remaining projects rolling out in 2019 and 2020. Over 4,000 people have already attended Small Towns concerts, exhibitions, street performances, workshops, walks & talks, and various other formats. Most recently was *Westside Arts Festival* where 3 different Small Towns Big Ideas projects featured in the festival. And next up for the city is *Misleór: Festival of Nomadic Cultures* which will take place in mid-October.

All information on Small Towns Big Ideas Round 2 is available on Galway 2020's website at <https://galway2020.ie/en/small-towns-big-ideas-round-2/>.

### Galway City Based Small Towns Big Ideas Projects

City Area	Group	Project
Ballybane	Ballybane Taskforce	Music and food project
Knocknacarra	Knocknacarra 2020	Public art project celebrating local community
Salthill	Devon Park Residents Assoc	New community festival
City-wide	Galway Mother Tongues Festival	New festival celebrating multilingualism
City Centre	Galway Civic Trust	New medieval festival for Galway City
West End	Galway Arts Centre	Series of pop-up exhibitions, debate and food events
City-wide	Croí na Gaillimhe	Intercultural and intergenerational crafting project
City-wide	COPE Galway	New cross-community football project
Menlo	Menlo Scouts	New scouts and community cultural event
City-wide	Galway African Diaspora	African art exhibition and cultural event
Merlin Woods	Friends of Merlin Woods	Project celebrating history of the local area
Claddagh	Brú Theatre	Street theatre project
City & County	Doire Press	New literary project involving Galway writers
Ballybane	Oirthear Le Cheile	Dance project exploring diversity and identity
Westside	Westside Arts Festival	Programme of craft workshops and exhibitions
Shantalla	Scoil Bhríde Shantalla	Film project with local school and community
City & County	Galway Autism Partnership	Multisensory theatre and film project
Salthill	The Village Salthill	Community film making project and film festival
City & County	Galway Traveller Movement	New festival celebrating nomadic cultures
City-wide	Galway Integration Consortium	Storytelling workshops with new communities
City-wide	Skylight 47	Creative writing classes with local communities
Doughiska	ARD Family Resource Centre	Series of pop-up cultural café events

City Area	Group	Project
City-wide	Galway Arts Centre	New exhibition celebrating Galway's LGBT+ community
City & County	ATMOS Collective	Community workshops with new music collective
City & County	Super 8 Shots	Series of film workshops and screenings
City-wide	126 Artist Run Gallery	New art trail utilising underused and unexpected spaces
Ballinfoile	Ballinfoile Community	New community festival celebrating local area
City-wide	Galway Buskers Community	New project celebrating local busking community
City Centre	St. Nicholas' Market Traders	New exhibition celebrating the market and its people
Doughiska	ARD Family Resource Centre	Street spectacle celebrating cultural diversity

### Galway County Based Small Towns Big Ideas Projects

Area	Group	Project
Tuam	Three Rings Festival	Series of cultural events celebrating Tuam's history and diversity
Clifden	Cantairí Chonamara	Choral project celebrating language and culture
Athenry	Amicitia	Creation of large temporary sculpture using recycled materials
Annaghdown	Annaghdown Community Cultural Group	New short film and art exhibition celebrating local heritage
Inis Oírr	Áras Éanna	International artist exchange and cultural event
Ballinasloe	Ballinasloe Active Retirement Assoc.	Intergenerational project incorporating music and visual art
Ballinderreen	Ballinderreen Community Centre	Development of a new weekend cultural festival
Ballygar	Ballygar Arts & Theatre Space	New theatre project engaging with local community
Milltown	Milltown Heritage Group	Series of cultural events celebrating local bardic traditions
Clarinbridge	Brothers of Charity	Creation of a new night time garden walk and sensory experience
Oranmore	Oranmore Arts Festival	Raising awareness of plastic waste with local community
Oughterard	Oughterard Culture & Heritage Group	Creation of a new digital heritage and culture trail
Portumna	Portumna Arts Group	Project celebrating local environment and landscape

Area	Group	Project
Gort	Return to Coole Group	New series of cultural events celebrating Coole Park
Chois Fharraige	Cumann Forbartha Chois Fharraige	New bonfire and cultural community event
Cleggan	Cleggan Claddaghduff Community Council	New cultural event celebrating the life of poet Richard Murphy
Ballygar	Ballygar Eco Cultural Group	Poetry and creative writing project with local community
Woodford	East Galway Family History Society	New festival celebrating local iron making heritage
An Spidéal	Traidphicnic	New art project exhibiting at Traidphicnic festival
Loughrea	Loughrea Medieval Festival	Celebrating local European connections through food and heritage
Leitir Mealláin	Leitir Mealláin Heritage Centre	Festival celebrating local and European island traditions
Oranmore	Oranmore Arts Festival	Series of community design workshops and events
Kinvara	Kinvara Area Visual Arts	Photography and art project working with local young people
Gort	ICOMOS Ireland & Burren Lowlands Group	Workshops and events focusing on small town regeneration
Claregalway	Claregalway Community Hub	New community Halloween festival
City & County	Galway Traveller Movement	New festival celebrating nomadic cultures
City & County	Galway Autism Partnership	New multisensory theatre project and short film
City & County	Doire Press	New book involving 20 Galway writers

#### 1.4 **Wave Makers Volunteer Programme**

The Galway 2020 *Wave Makers Volunteer Programme* was officially launched on 16<sup>th</sup> February. The Wave Makers programme is being developed in line with best practice from other European Capital of Culture volunteer programmes.

Since then, over 300 people registered with the Wave Makers programme, with over 250 of these having completed the face-to-face meeting and approval process.

Promotion and recruitment to the Wave Makers programme is now well underway and will continue for the rest of the year. Promotional activities include posters and brochures

being distributed throughout county and city venues, participation at volunteer fairs, and presentations to community organisations. The programme is actively promoted on social media and has developed links with ALIVE, the NUIG student volunteer programme. We are also now also commencing promotional activities with larger private and public sector employers.

The existing Wave Makers are already supporting Galway 2020 projects including several Small Towns Big Ideas events, the recent Fresh Street programme, and we will be working with the Serve The City initiative on their next community clean up on 24<sup>th</sup> August.

Capacity building work with the Wave Makers programme is also well underway with 2 x Volunteer Meet Ups already hosted and the Wave Makers Training Programme currently being finalised. This training will commence in September with the delivery of a specifically tailored version of Fáilte Ireland's Local Expert Training programme.

European connections also continue to be developed. Our Volunteer Manager recently visited Aarhus to learn about how they developed the hugely successful Rethinkers volunteer programme as part of their ECOC 2017. One of our Wave Makers recently completed a volunteer exchange with Sibiu International Theatre Festival and discussions around other international volunteer exchange opportunities are ongoing with other ECOC's and also with Padova European Volunteering Capital 2020.

Work on identifying a suitable space for a volunteer hub for the Wave Makers programme is also ongoing.

The application process will remain open throughout the year and all information can be found on the Galway 2020 website at <https://galway2020.ie/en/volunteering/>.

## 1.5 **European Dimension**

International Relations continues to contribute to communications activities at Galway 2020 as well as supporting the programme team's work. Relationships with foreign embassy in Dublin were advanced and the following activity was delivered in Q2

### 1.5.1 **Promotion of European Opportunities**

- The open Creative Europe call on Bridging Culture and Audiovisual content through digital was circulated to cultural partners
- The second round of i-portunus.eu – an individual mobility grant for artists and practitioners was circulated to cultural partners.

- Other opportunities are promoted to all cultural partners in the programme and via our social media channels

### 1.5.2 European Cultural Foundations Cultural Capital Tandem

Galway partnered with the ECF and seven other European Capitals of Culture to support a Tandem programme specifically aimed at cultural practitioners from former, current and future European Capitals of Culture. The following three organisations have been selected to participate in the ECoC tandem programme:

- Branar
- Theatre 57
- Galway Film Centre

The programme started in Rijeka in a forum meeting in June 2019 – all three Galway representatives have been matched with partners in Leeuwarden, former European Capital of Culture in 2018. Participants are currently organising their individual mobilities. One is expected to take place in Q3, during the Galway Film Fleadh in July 2019. A second tandem visit to Galway will take place on 06 August. Galway partners are also due to visit their partners in Leeuwarden. The tandem will conclude with a project pitching session in November 2019 in Leeuwarden.

### 1.5.3 Upcoming Key Dates

Some key events to be noted for international relations are the following

#### **Brussels (BE) :**

October 2019. Galway 2020, together with the North Western Regional Assembly, has successfully submitted a proposal to host a panel at the European Week of Regional on European Capitals of Culture and Regional Development. The Panel will take place at the European Committee of the Regions.. In addition to the panel, Galway 2020 is planning a stakeholder event to present the programme in Brussels.

#### **London (UK)**

October 2019-Irish Ambassador to the UK will host a reception at the embassy in London to mark the launch of Galway 2020.

#### **Galway (IE):**

October 2019 – the final EU monitoring panel meeting will take place in Galway on 15 October. Members of the EU monitoring panel are due to arrive in Galway on 14 October with an optional site visit. The presentations of both Galway 2020 and Rijeka 2020 will take place on 15 October. Following the meeting, the panel will announce the results of thier

recommendation to award the Melina Mercouri Prize to both European Capitals of Culture. We expect 10 members of the EU panel, 2 EC representatives and 11 delegates from Rijeka 2020.

**Rijeka (HR):**

October 2019 – the informal ECoC network meeting is due to take place in Rijeka. Two members of Galway 2020 are due to represent the team in Rijeka.

**Previous events/ activities – Overview**

*Events / activities abroad*

Date	Event/ activity	Location
26 April	Meetings in Brussels promotion Galway 2020 and exploring collaborations Meetings with DG EAC, European Commission Cabinet for agriculture and rural development and Irish Embassy to Belgium	Brussels (Belgium)
29 – 31 May	International Relations in the EU 2 day conference on EU external relations in culture.	Rijeka (Croatia)
11 – 13 June	ECoC Tandem by European Cultural Foundation . ECoC Forum in Rijeka Capacity building programme – supporting three cultural practitioners in Galway to participate in the Tandem programme, matching with other ECoCs from across Europe. Participation and contribution from Galway 2020	Rijeka (Croatia)
05 – 06 June	3rd Culture and Ruralites Forum  Head of Programme, Marilyn Gaughan Reddan spoke at a panel to promote international panel to discuss cultural projects in rural settings - European Capitals of Culture in a Rural Setting.	Soria (Spain)

*Events/ activities in Ireland*

Date	Event / activity	Location
08 – 10 April	European Capitals of Culture Network meeting in Galway, attended by 40 delegates from different ECoCs (former, current and future) A total of 37 delegates attended the 2 day meeting from 20 different European Capitals of Culture.	Galway
11 April	European Commission visit to Galway	Galway
9 - 11 May 2019	General Secretary of EU Japan Fest, Shuji Kogi, visits Galway to meet with Galway 2020 personnel, cultural partners interested in working with Japanese artists and other organisations interested in connecting with Japan.	Various
29 May	Ambassador of the Republic of Cuba visiting Galway 2020 offices  Briefing on Galway 2020	Galway
11 June	Students from Matera visit the Galway 2020 office	Galway
12 June	Västra Götaland delegation Five cultural managers from cultural institution of Vastra Gotaland Region in Sweden.  Presentation on Galway 2020 and Small Towns Big Ideas in particular.	Galway
25 – 29 June	Rijeka 2020 – 27 Neighbourhoods team visiting Galway to collaborate on Small Towns Big Ideas.  Five delegates visiting Galway, visits and meeting with communities in Kinvara and Oughterard	Galway
26 June	Galway 2020 presentation as part of the Croatian Statehood Day celebration in	Dublin

	Dublin. Invitation by the Croatian Ambassador to Ireland. Audience: Ambassadors to Ireland and embassy staff based in Dublin	
27 June	<p>Culture In Motion - European Culture Networks. Organised by the Creative Europe desk</p> <p>Galway 2020's Head of Programme moderated a panel on European Networks and the value of joining them. Many Galway 2020 projects have joined these networks and have benefited from participating in them</p>	Galway
27 – 29 June	<p>Rijeka delegation visiting Galway, co-hosted with Galway City Council. A hugely successful visit to Galway by representatives from Rijeka City, Tourism Board, University of Rijeka and Rijeka 2020. Total delegation: 15</p> <p>Programme included</p> <ul style="list-style-type: none"> <li>• Opening of Laval Nugent Exhibition at NUI Galway</li> <li>• Bilateral meetings with respective counterparts in the delegation and Galway City</li> <li>• Mayoral Civic Reception at City Hall</li> <li>• Tour of Galway</li> <li>• Statehood Day Celebration in Galway at NUI Galway</li> </ul>	Galway

## 1.6 Audience Development Update

Audience development is most successful when it has a cross-organisational focus. Accordingly, a Galway 2020 Audience Development working group has been convened to include representatives from the Programme, Volunteer and Communications team, which will meet regularly to monitor and report back on audience engagement processes and outcomes.

Audience engagement will also be part of the Monitoring and Evaluation process. Working with the Audience Agency who have been appointed to work with Galway2020 and NUI Galway on Monitoring and Evaluation, baseline data on existing Galway audiences is being collected. Volunteers will be trained up to collect audience data at specific events.

## **2. Governance and Risk**

All annual returns, registration of directors and other returns are fully up to date and filed in accordance with the Companies Regulations Office and Companies Act 2014. There is full compliance with the requirements of the Revenue Commissioners in relation to all relevant tax heads and a valid tax clearance certificate is in place for the Company.

### **2.1 Risk Register**

The Company has a risk register in place. It is presented to the Board on a regular basis. For each risk identified, mitigation is in place and the Board actively monitor all significant risks. The risks have been categorised into High/Medium/Low with an action plan and a risk owner. All risks are ranked based on the likelihood of occurrence and the impact should the risk occur

### **2.2 Board and Audit Committee Meetings**

Q2 2019 saw the appointment to the board of Mr Jimmy McClearn as Cathaoirleach of Galway County Council and Mr. Mike Cubbard as Galway City Mayor. Dr. Moling Ryan was appointed as the representative of the Minister for Culture, Heritage and the Gaeltacht.

The Board met on the following dates in the quarter:

17<sup>th</sup> May  
19<sup>th</sup> June

The Board will continue to meet at least every six weeks throughout 2019.

The purpose of the Audit Committee is to monitor the integrity of the financial statements of the Company, reviewing significant financial reporting issues and judgements before submission to the Board. They assess the effectiveness of the Company's financial reporting procedures and review the adequacy and effectiveness of the Company's internal controls and risk management systems. The Audit Committee are obliged to meet at least three times per year and met on 26<sup>th</sup> June 2019. Next meeting is scheduled for August 30<sup>th</sup>. Outside of the formal meetings, the Audit Committee Chairperson maintains a dialogue with key individuals involved in the Company's governance.

### 3. Finance and Audit

#### 3.1 Financial Statements

<b><u>Galway Cultural Development and Activity CLG</u></b>	
<b><u>Income &amp; Expenditure</u></b>	<b>YTD Q2 06-19</b>
<b>Income</b>	
Local Authority Funding City	663,796
Local Authority Funding County	350,000
Government Funding	2,396,167
Sponsorship and Other	20,548
Deferred Revenue and Capital Grants	(1,001,065)
<b>Total Income</b>	<b>2,429,446</b>
<b>Direct Programme Funding</b>	<b>(823,117)</b>
<b>Programme Related Salary Costs</b>	<b>(234,649)</b>
<b>Programme Related Direct Costs</b>	<b>(270,153)</b>
<b>Total Direct Programme Costs</b>	<b>(1,327,919)</b>
<b>Total Payroll Overheads</b>	<b>(452,929)</b>
<b>Non Payroll Overheads</b>	
Professional Fees	(349,993)
Legal and Audit Fees	(26,692)
Depreciation	(10,722)
Marketing and Promotions	(57,230)
Volunteering	(592)
Office Expenses	(10,506)
IT Costs	(43,859)
Training and Subscriptions	(6,394)
Bank Charges	(1,520)
Other	(23,071)
Board Expenses	(15,137)
Rent and Rates	(56,059)
Insurance	(32,308)
Premises Expenses	(14,514)
<b>Total Non Payroll Overheads</b>	<b>(648,599)</b>
<b>Total Expenses</b>	<b>(2,429,447)</b>
<b>Surplus/(Deficit)</b>	<b>0</b>

### 3.2 Internal Controls

There are internal and financial control systems in place which have been reviewed and tested as part of the Independent Accountant's Quarterly Review which accompanies this report.

### 3.3 Projected Cash Flows

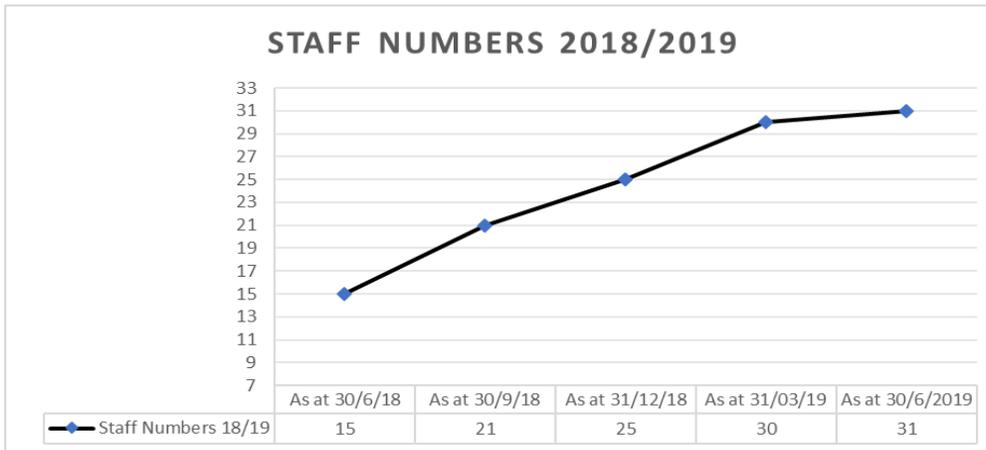
The projected spend of funding received from the Department under the PDA Agreement is set out below.

	<b>Jul 2019 to Dec 2019</b>
<b>Income</b>	
Govt Funding	3,603,833
	<u><b>3,603,833</b></u>
<b>Expenditure</b>	
Programme Spend	3,316,432
Staff Costs	220,297
Volunteering	25,679
Monitoring and Evaluation	41,425
	<u><b>3,603,833</b></u>

### 3.4 Staffing

The Galway 2020 team is 31 as at 30/6/2019. An Irish Language Communications Officer and a Marketing Manager joined the team in the quarter.

Department	Total
Creative and Cultural Programme	8
Communications	5
Partnerships	4
Finance and Operations	3
Marketing and Promotion	3
International Relations	1
Digital Programme	1
Production	1
CEO	1
Human Resources	1
Community Engagement	1
Tourism	1
Volunteering	1
<b>Total</b>	<b>31</b>



#### 4. Partnership Programme

Artichoke continues to work on behalf of Galway 2020 to secure fundraising and sponsorship income in support of Galway 2020 and since their appointment, under the leadership of Development Director, Sarah Coop, contact has been made with over 300 companies and over 130 meetings have been held.

Galway 2020’s fundraising team is engaging with local, national and international businesses very positively and effectively, following up on pledges of support made as well as contacting new businesses, to determine their interest and capacity to support. The process to negotiate and agree packages with fundraising partners continues to take time to finalise for each individual business, however the overall feedback from partners is positive and there is great interest from the business community in getting involved. A series of cultivation and stewardship events have been held in Galway and these will continue to be organised in support of the Galway 2020 project in the coming months.

#### 5. Monitoring and Evaluation Programme

In the advancement of the monitoring and evaluation framework, an invitation to tender was published on 21 June 2019 (on e-tender and on Galway 2020’s website) inviting suitably experienced organisations to collate and assess baseline data, data collection and analysis in the areas of audiences and participation, economic impact and media. The deadline of submission of tenders is 11 July 2019.

The successful tenderer will work in collaboration with Galway 2020 and the National University of Ireland Galway.

## 6. Legacy Programme

Legacy is an important aspect of everything that we do for the European Capital of Culture project and remains as an agenda item for the Board of Galway 2020. It is our ambition to deliver a year that leaves a lasting legacy that will benefit Galway for many years to come.

We are acutely aware of the long-term, we are working closely with the local authorities to support and inform their cultural strategies. It is our shared ambition that the impact of an exceptional cultural event such as the European Capital of Culture will be a catalyst for a legacy of arts infrastructure for Galway.

## Approval

SIGNED for and on behalf of the Galway Cultural Development and Activity Company Limited by Guarantee T/A Galway 2020

By: Patricia Philbin

Name: Patricia Philbin

Title: CEO

4<sup>TH</sup> September 2019

By: Cepta O'Connell

Name: Cepta O'Connell

Title: Head of Finance

4<sup>th</sup> September 2019