

**CHANGE  
MAKERS**

**Change Makers Conference 2020**

A partnership between the Arts Council/  
An Chomhairle Ealaíon and MA Festive Arts  
(University of Limerick)

THE  
TRANS-  
FORMATIVE  
POWER OF  
FESTIVALS



14.02.20  
#CHANGEMAKERS2020

## WELCOME

The partnership between the Arts Council and the MA in Festive Arts underpins the very first Change Makers festival conference. It is that partnership and the support of a number of festival stakeholder agencies that has led to this event, one which we hope will establish a greater understanding of festival practice and support festivals capacity building in the future.

The title, Change Makers acknowledges the dynamic and strategic role that festivals play in the overall arts ecology in Ireland and in the broader arenas of cultural tourism, community development and urban regeneration. Inherent in the festival form is the permission to experiment and to respond to the changing landscape and environments in which they take place. As such, festivals are a transformative platform that afford artists a space to innovate, audiences to experience arts in different ways and encourage broader civic actions.

The conference is intended to provoke, challenge and inspire festival makers and stakeholders, to encourage discourse and to understand better the environments in which festivals operate. We welcome our keynote speaker Jude Kelly, CBE whose experience will provide rich insights and reflections on how we make festival programmes and also our conference listener Dr Sarah Feinstein, whose critical reflections will provide us with ideas to consider and debate.

The panoply of festivals in Ireland is significant, ranging in scale, programme content and structure. It is as vibrant and diverse as it is complex making it a vital platform in providing the public with arts experiences. In understanding this ecology better we welcome festival makers today in what is intended to be the first in a series of conversations about festival practice in Ireland.

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Orlaith McBride, *Director, The Arts Council*

I am delighted to welcome delegates, speakers and guests to the Irish World Academy of Music and Dance, University of Limerick for the Change Makers conference in partnership with the Arts Council of Ireland. The practice of creative festival-making is at the heart of the MA Festive Arts programme. Since its foundation in 2013, we have learned from the skill, creativity and knowledge of the festival community in Ireland and beyond. We have learned that festival-making involves working closely across the cardinal points of people, place, artwork and artist, building meaningful interactions and experiences that can be transformative for communities. Given all that we have learned, it is wonderful to welcome that community back to UL, and to have the opportunity through this conference to develop and expand our collaborative conversation.

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Dr Niamh Nic Ghabhann, *Course Director, MA Festive Arts, University of Limerick*

02

## CONFERENCE MISSION

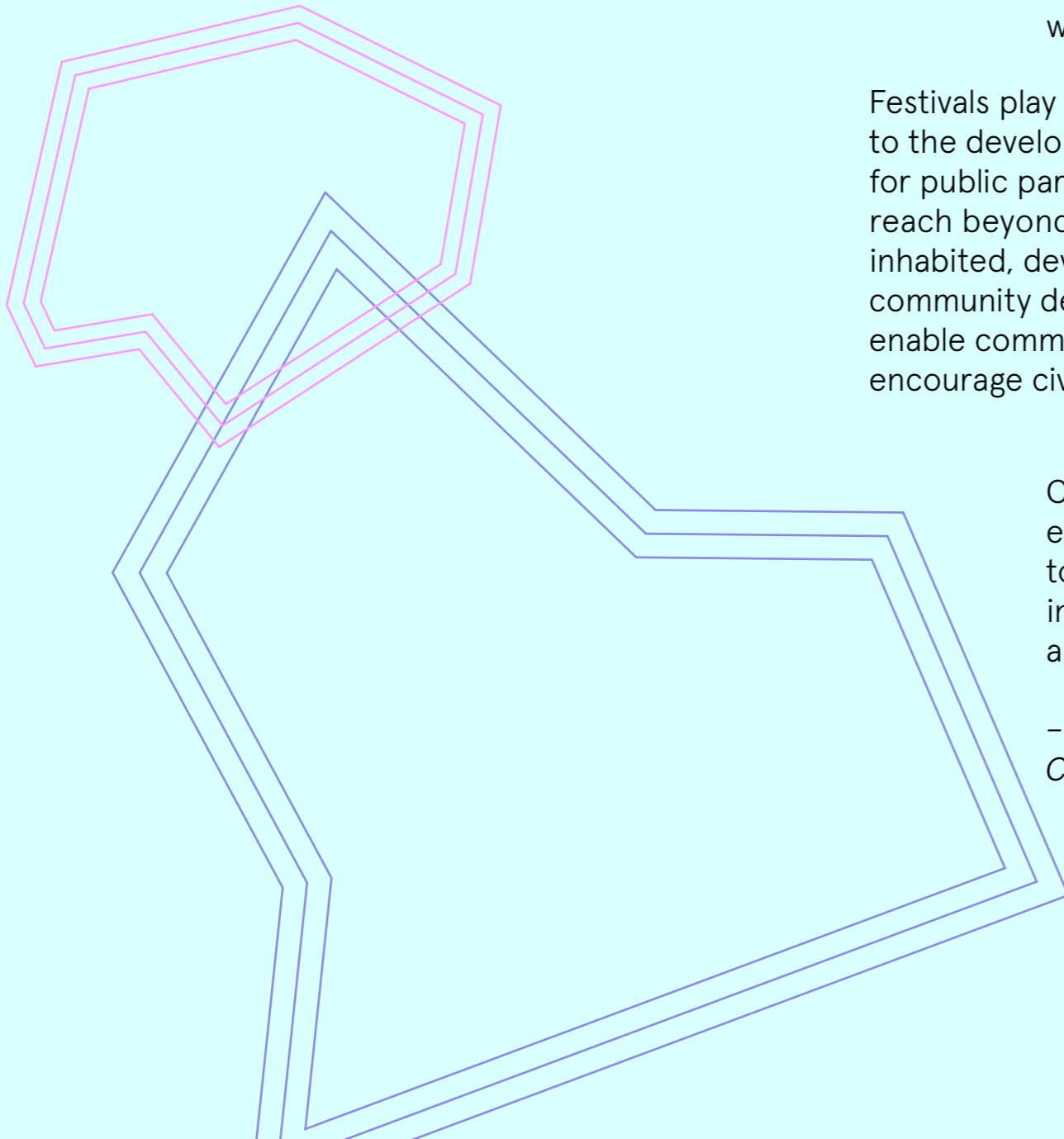
Change Makers festivals conference is the first national gathering of festival makers and festival stakeholders in Ireland. Our stated aim and ambition is to map, measure and gather intelligence about arts festivals and better understand their scope and impact in civic society. In particular, the Change Makers conference will focus on the creative practice of festival-making and to explore the ways in which this can be supported and developed in order to enhance the transformative power of festivals within society.

Festivals play a vital role in the cultural life of the country; contributing to the development and sustainability of artist's careers, opportunities for public participation and appreciation of the arts. Festivals can also reach beyond this, impacting on how urban spaces are imagined and inhabited, developing civic pride, attracting tourism and supporting community development. They can be transformative projects which enable communities to express their identities and histories and encourage civic action.

Change Makers is an invitation to the diverse community of experts that are invested in arts festivals to work together, to ensure that the significant human, financial and creative investment in this sector and diverse ecology is sustained and flourishes into the future.

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*Change Makers Programming Committee.*



03

## CONFERENCE PROGRAMME

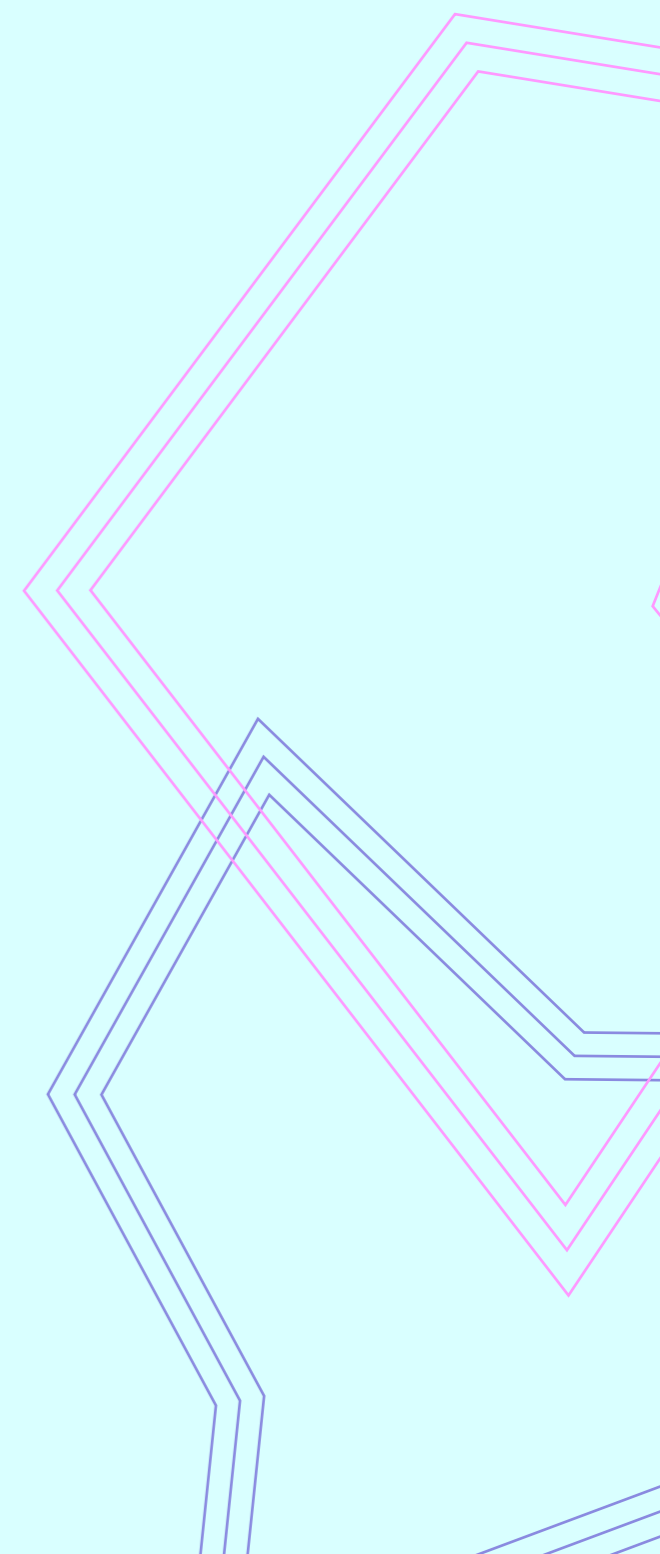
### WHAT DOES CHANGE LOOK LIKE

Festivals are essential platforms for both artists and audiences, providing space for the public to access the arts in new ways, and artists an opportunity for experimentation and creative risk taking. They blur the conventional boundaries often attributed to arts spaces and contest public spaces. The act of festival making is as communal as it is liminal, often bringing together communities of interest, be it artists or those from a particular locality or demographic to reflect, celebrate, participate and interrupt.

There are many excellent examples where festivals have made significant changes in their communities and left legacies in towns and villages across Ireland; be it Boyle Arts Festival's permanent art collection (one of the largest in the country) to Clifden Arts Festival's arts in education programme or Dublin Fringe Festival's Fringe Lab for the development of new performance. These are agents of change, acting as interlocutors across social, creative, geographic and political domains.

The conference will bring together artists, festival makers and festival stakeholders to explore the transformative power of festivals - the way they make and facilitate change and also how they can respond to change by building capacity and developing strategies to become more resilient.

The Change Makers conference programme will be a day-long event for festivals and festival stakeholders. The event will be the first of its kind to be hosted by the Arts Council and has been developed as a response to festival policy commitments and objectives arising from the Arts Council's Strategy, Making Great Art Work 2016-2025.



## 04

## PROGRAMME

09:15	Registration/Information desks (tea and coffee)
10:00	Welcome - Professor Norelee Kennedy, Vice President for Research UL Welcome - Chair of the Arts Council, Professor Kevin Rafter
10.30	Change Makers Keynote address - Jude Kelly CBE
11.15	The transformative power of festivals - panel discussion Panel Chair: Dr Niamh NicGhabhann, Contributors: Lorraine Maye, Floraine Gaber, Dr Annmarie Ryan, Dr Billy MagFhloinn
12.30	Networking lunch at the Pavilion/Information desks
13.45 & 14.30	1. Ways to engagement - Madeline Boughton 2. Stakeholder relationships and partnerships - Rosemary Collier 3. Your festival's mission and purpose - Dr Ali Fitzgibbon 4. Artists and the act of collaboration - Dr Tara Byrne
13.45 & 15.15	Pop Up clinics* - information clinics 1. AOIFE 2. CREATIVE EUROPE 3. THE WHEEL
15.15	Keeping going.... presentations and discussion (Moderator, David Teevan) • The Irish arts festival landscape an Arts Council perspective - presentation by <i>Karl Wallace</i> • What is left and lost? - Building an Irish arts festival archive - presentation by <i>Dr Lucy Collins and Ursula Byrne</i> • Assembly discussion and commitments to action chaired by <i>Dr Emily Mark-Fitzgerald</i>
16:30	Listener reflections
16:45-17:00	Close

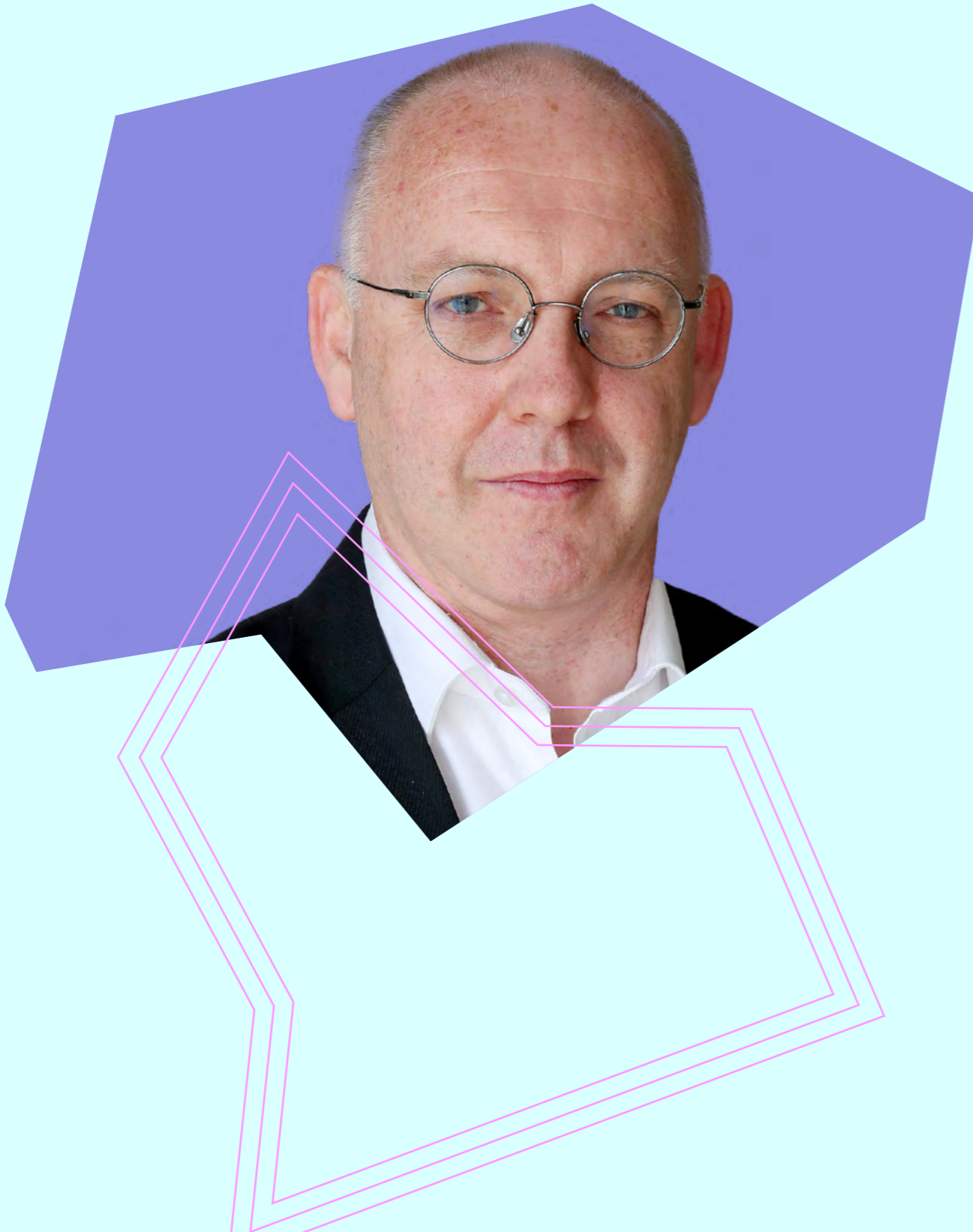
*All four cafés will run simultaneously, once at 1.45pm and again at 2.30pm. Delegates will be asked to choose two of the four sessions to attend at registration)*

*\*Clinics are available to pre booked delegates only - due to limited availability spaces are restricted to one festival per clinic*



05

## CONTRIBUTORS



### **Welcome**

Prof. Kevin Rafter was appointed Chair of the Arts Council in June 2019 having previously been Chair of Culture Ireland and a board member of the Galway International Arts Festival. He is Head of the School of Communications at Dublin City University and is the author/editor of over a dozen books on Irish media and politics. He is also Chair of the Compliance Committee of the Broadcasting Authority of Ireland. Prior to 2008, Kevin worked as a senior political journalist with the Irish Times, the Sunday Times and the Sunday Tribune as well as editor of Magill magazine, while for RTÉ, he presented several flagship radio programmes including This Week, Morning Ireland and the News at One, as well as working as a correspondent for Prime Time.

## CHANGE MAKERS KEY NOTE ADDRESS

### **Jude Kelly CBE**

Jude Kelly is the founder of WOW Foundation - Women of the World Festival to celebrate the achievements of women and girls and confront gender injustice across the globe. Starting in London in 2010 the Festival now takes place in 25 countries across 5 continents. In 2018 Jude established The WOW Foundation, an independent charity dedicated to building the WOW movement as a force for positive change.

Jude Kelly was the Artistic Director of Southbank Centre in London for 12 years from 2006-2018, where she established the WOW Festival. Southbank Centre is Europe's largest Arts Institution and London's 3rd biggest tourist attraction. In February 2013 she was assessed as one of the 100 most powerful women in the United Kingdom by Woman's Hour on BBC Radio 4.

Jude Kelly has directed over 100 theatre and opera productions, is the recipient of two Olivier awards for theatre, a BASCA Gold Badge Award winner for contribution to music, a Southbank Award for her opera work, an RPO award for her festival The Rest is Noise, Red Magazine's 2014 Creative Woman of the Year, CBIs 2016 First Woman Award winner for Tourism and Leisure and in 2017 won the inaugural Veuve Clicquot Woman of the Year Social Purpose Award. Kelly's talk at a 2016 TED conference, Why women should tell the stories of humanity, has been viewed more than 1.2 million times to date.

Her work over many years has centred around the impact of arts and culture in democratising public space, and the importance of female experiences in shaping the built environment.

She was a judge for the Stirling Prize 2018 and is currently undertaking a research project on the gender bias and ethical standards of city developments as part of her role as Practitioner in Residence at The LSEs Marshall Institute.



She was responsible for creating the Culture and Education aspects of London's 2012 Olympic and Paralympic bid and served on the Cultural Olympiad Board.

She has founded a range of arts institutions including Battersea Arts Centre, the Leeds Playhouse and the international artists and community spaces METAL which are local catalysts for place-based change in Liverpool, Peterborough and Southend on Sea. She has commissioned and supported the work of hundreds of female artists across all genres.

She is a board member of the Cultural Industries Federation, the Patron of the Mary Wollstonecraft programme, and Artistic Director of the Robert F Kennedy Festival of Human Rights. She has also chaired the Women's Prize for fiction and is currently the chair for the Orwell Prize for Political Fiction.

On the international stage she has recently been honoured by the Finnish government in 2019 for her work with women and girls as well as being made a Knight of Denmark in 2018 for her service to culture, gender and sustainability.

In 2019 she co-founded SmartPurse, a financial toolkit to support women to become confident about money and protect themselves from financial vulnerability.

07

## TRANSFORMATIVE POWER OF FESTIVALS

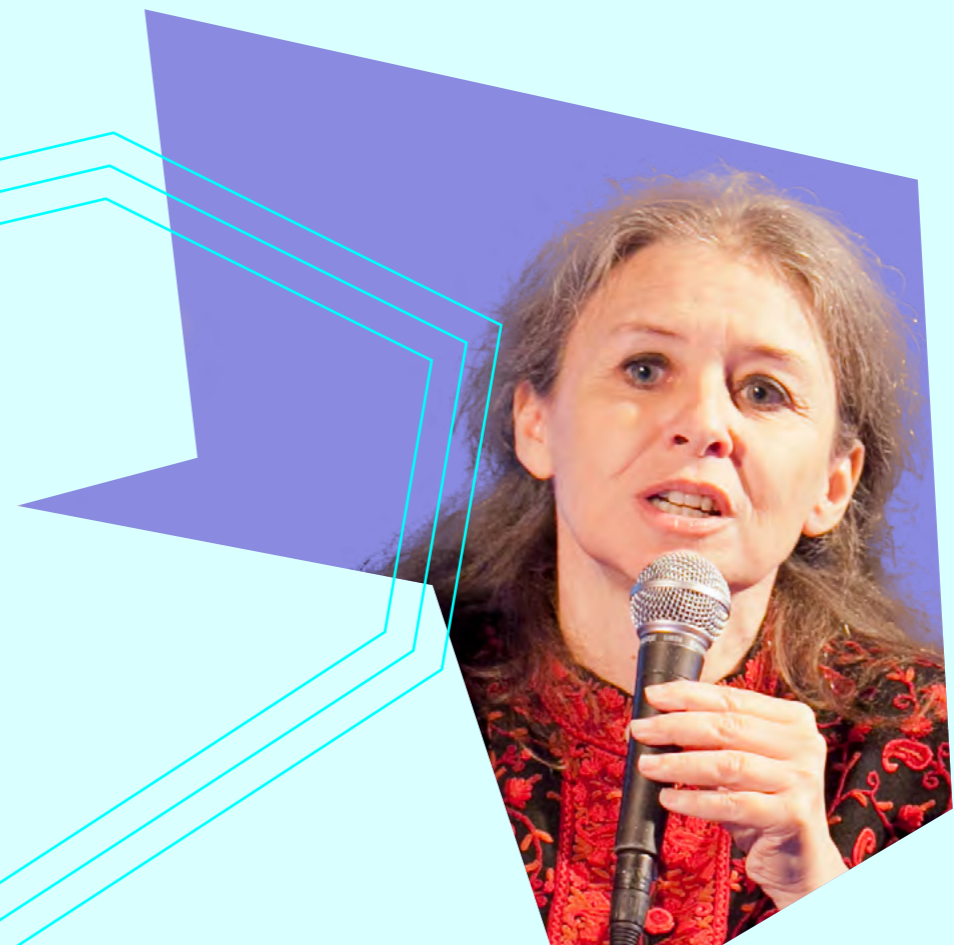
### Panel Chair

**Dr. Niamh NicGhabhann** is Assistant Dean, Research for the Faculty of Arts, Humanities and Social Sciences at the University of Limerick, and Course Director of the MA Festive Arts Programme at the Irish World Academy of Music and Dance, University of Limerick. Her research focuses on aspects of identity, power and public space. The MA Festive Arts programme is an innovative programme focused on the development of creative festival-making, encompassing academic, reflective, creative, and practical components.



### Panelists

**Floriane Gaber** is currently a lecturer on street and performance arts at University Picardie Jules Verne (Amiens) and Paris 8 (Saint-Denis). She was the coordinator of MNACEP (French National Mission for Art and Culture in Public Space) – 2014-2016, and is an artistic advisor for street festivals. She is a journalist and writer on the field of street arts, and is regularly invited to speak on street arts at international events.





08

## TRANSFORMATIVE POWER OF FESTIVALS

### Panelists

**Billy Mag Fhloinn** is director of Pagan Rave, an ongoing, performance-based project which aims to reimagine the traditional festivals and calendar customs of Ireland. He holds a PhD in folklore, and is a lecturer in Irish Studies at Sacred Heart University in Dingle, Co. Kerry.



**Lorraine Mays** graduated with a BA in Economics and Sociological and Political Studies and a H.Dip Arts Administration from NUI, Galway. She also holds a first class honours Diploma in Public Relations from the PRII and a Diploma in Digital Marketing. She has a wealth of experience in festivals, having worked in a variety of different roles for events both nationally and internationally including the Cathedral Quarter Arts Festival in Belfast, Cork Film Festival, Edinburgh Festival Fringe and Temple Bar Cultural Trust where she managed Culture Night for 6 years and programmed outdoor film, circus and spectacle events throughout the area. Having initially joined Cork Midsummer Festival as Festival Manager in 2013, she is now Director of the Festival.

**Dr Annmarie Ryan** is lecturer in Marketing at the Kemmy Business School, University of Limerick, Ireland. Her research interests relate to interaction and relationships in business markets and networks, including the relations across disciplinary and organisational boundaries. Her work has addressed themes such as learning and change in business-art relations and more recently alignment in sponsorship practices. She has received funding from the Irish Research Council to examine business engagement in the context of European Capital of Culture. Her work has been published in Human Relations, Marketing Theory, Industrial Marketing Management, Journal of Marketing Management, European Journal of International Management, International Journal of Non-Profit and Voluntary Sector Marketing, and the Irish Marketing Review.



## FESTIVAL CAFÉS FACILITATORS



**Madeline Boughton** is an experienced arts and strategic communications professional. Madeline has worked in senior management with a range of organisations including Culture Ireland, the British Council, Project Arts Centre, The Abbey Theatre, Dublin Theatre Festival, Draíocht and Music Generation.

As an independent arts and communications adviser, she has worked with Dance Ireland, the Arts Council of Ireland, the Irish Writers Centre, the Irish Architecture Foundation, Limerick City and County Council, the Royal Institute of Architects in Ireland and Corcadorca Theatre Company.

Prior to taking up her current post as Assistant Professor with the School of Communications in DCU, she was Head of Communications with the Creative Ireland Programme and Director of Communications of Ireland 2016, the State programme to mark the centenary of the Easter Rising.

**Rosemary Collier** is one of Ireland's leading arts and cultural managers with over twenty years of experience in a diverse range of creative and management roles in the Arts and Heritage sectors. She is currently a Director in Heritage Services with the Office of Public Works.

Prior to her appointment to the OPW, Rosemary was Executive Director of Opera Theatre Company where she worked on the development of the strategic plan for the merger of Opera Theatre Company with Wide Open Opera to create Irish National Opera, now in operation. Rosemary has also worked as Director of Kilkenny Arts Festival, Head of Music and Opera at the Arts Council and as an Arts Officer with Louth Local Authorities where she established the Drogheda Arts Festival.



**Dr Ali FitzGibbon** is a researcher at Queen's University Belfast and convenor of the MA in Arts Management. She has worked in the arts and cultural sector for nearly 30 years, principally as a producer and programmer in performing arts and festivals and latterly as a consultant on strategy and public policy in arts and culture.



**Tara Byrne** is the Arts Programme Manager at Age & Opportunity and Festival Director of Bealtaine, Ireland's national festival celebrating the arts and creativity as we age. She has worked as Director of the National Sculpture Factory in Cork from 2002-2008, the Arts Council of Ireland (1996-2002), the Irish Museum of Modern Art (1992-1994), the National College of Art and Design (1991-1995), and many other arts organisations. She received her doctorate in Cultural Policy from TU Dublin in 2013.



## POP UP CLINICS & INFORMATION DESKS

**Pop Up clinics** are festival information sessions with the following organisations. They are for prebooked delegates only and run in 15 minute appointments from 13.45-15.15.

### Information Desks

Information desks will be available to delegates in the foyer of the Irish World Academy during registration and the networking lunch (see programme details on page 4 for times). The following organisations will be present:

AOIFE - The Association of Irish Festivals and Events - Colm Coffey  
ISACS - Irish Street Arts, Circus and Spectacle Network - Lucy Medlycott  
University College Dublin Library, (Festival Archive) - Ursula Byrne  
Creative Europe Desk, Ireland - Katie Lowry and Aoife Tuney  
Volunteer Ireland - Stuart Garland

### *For the Arts Council:*

The Arts Council Collection - Ben Mulligan  
Equality, Human Rights and Diversity - Monica Corcoran  
Irish Language facilitator - Catherine Boothman

**AOIFE** - The Association of Irish Festivals and Events has been representing the not for profit festivals and events sector for 27 years, making sure communities continue to produce unique, quality, and safe festivals and events. The organisation provides support, information, professional development, advocacy, and networking while fostering a community of passionate people invested in the sector.

Aoife is the State Collective member of EFA (European Festivals Association) - allowing our membership direct access to most of the member benefits of a family alliance of over 12,000 European Festivals.

**Creative Europe Desk Ireland** - Culture Office is the national contact point for the Creative Europe - Culture Sub-Programme. They provide information, advice and assistance to those interesting in applying for EU funding for cultural projects and also promote the programme at local, regional and national level.

**The Wheel** is Ireland's national association of community and voluntary organisations, charities and social enterprises, including many arts organisations and festivals around the country. Inspired and empowered by our 1,700 members, it represents, supports and connects non-profit organisations, from the smallest community and voluntary groups to the largest charities and social enterprises. They provide a range of supports, including varied training programmes, free resources, advice and representation.



# 11 KEEP GOING

## Moderator

**Dr Emily Mark-FitzGerald** is Associate Professor and Head of the School of Art History and Cultural Policy, where she specialises in Irish visual culture, museum/heritage studies and cultural policy. Active in the Irish cultural sector as a writer, curator, and educator, she was one of the Directors of the Irish Museums Association for nine years and is currently on the board of Arts and Disability Ireland.



## Irish Arts Festival Archive guest speakers

**Dr. Lucy Collins** is Associate Professor of English at University College Dublin. Recent books include *Poetry by Women in Ireland: A Critical Anthology 1870–1970* (2012) and a monograph, *Contemporary Irish Women Poets: Memory and Estrangement* (2015), both from Liverpool University Press. She has published widely on contemporary poets from Ireland, Britain and America, and is co-founder of the Irish Poetry Reading Archive, a national digital repository.



**Ursula Byrne** is the Head of Development and Strategic Programmes in UCD Library. Her work includes exploring and enhancing fundraising opportunities, coordinating capital improvement projects and contributing to the identification of initiatives of strategic importance. She is one of the founders of the 'Irish Poetry Reading Archive', a cultural heritage repository where the voices of Irish poets are preserved for future generations.



12

## CHANGE MAKERS LISTENER IN RESIDENCE



**Dr Sarah Feinstein** has over twenty-years experience working in the cultural sector. In the United States, Sarah has worked with policy institutions such as the Washington State Arts Commission, Chicago Centre for Arts Policy and the National Endowment for the Arts. Sarah has also worked as a researcher in the United Kingdom with organisations such as the Women's Art Library and Prisons Memory Archive and served as a Trustee with the Manchester Digital Music Archive since 2014. She received a Master's in Critical and Creative Analysis from Goldsmiths University London in 2012 and received her doctorate in Arts Management and Cultural Policy from the University of Manchester in 2018. She is currently a Teaching Fellow at the School of Performance and Cultural Industries at the University of Leeds.

**Programme Team**

Dr. Niamh NicGhabhann, Assistant Dean, Research (Faculty of Arts, Humanities and Social Sciences and Course Director, MA Festive Arts Programme).

David Teevan, (Festival and Events Advisor to the Arts Council, Ireland and PhD candidate, UCD School of Arts History and Cultural Policy)

Karl Wallace, (Head of Festivals and Events, Arts Council, Ireland).

**Conference Producer**

Maeve McGrath

**Administration**

Adrian Colwell and Regina O'Shea, the Arts Council, Ireland.

**Arts Council, Ireland and Irish World Academy staff supports**

Catherine Boothman, Aoife Tuney, Katie Lowry, Ben Mulligan, Monica Corcoran, Catherine Boothman, Dr Alan Dormer, Melissa Carty.

**Arts Council**

The Arts Council of Ireland is the Irish government agency for developing the arts. We work in partnership with artists, arts organisations, public policy makers and others to build a central place for the arts in Irish life.

The Council recognises that the arts have a central and distinctive contribution to make to our evolving society. Established in 1951, to stimulate public interest in and promote the knowledge, appreciation and practice of the arts. The Council is an autonomous body, which is under the aegis of the Department of Culture, Heritage and the Gaeltacht.

Our strategy, Making Great Art Work 2016-25, sets the coordinates for how the Council will lead the development of the arts in Ireland over the next decade in five priority areas; the heart of which is a vision for the arts in Ireland grounded in a sense of people and place, where the arts are truly valued as a vital feature of our daily lives and where ambitious and innovative artists are supported to make work of excellence.

**The Irish World Academy of Music and Dance**

The Irish World Academy of Music and Dance is the centre of academic and performance excellence housed at the University of Limerick, Ireland. The Academy honours the energies of performance and academic reflection across a wide range of genres and disciplines. These in turn are informed by innovative community outreach and artist-in-residence initiatives that take the Academy to the wider community while attracting a wealth of international performance and scholarly expertise. Founded in 1994 by Professor Mícheál Ó Súilleabháin, it is located on the banks of the River Shannon in a state of the art building, which includes two theatres, recording studio, individual practice rooms and dance studios, provides and inspiring creative space for all those who study there. The Academy has a strong international presence with students from over 40 countries studying there. It offers a suite of taught undergraduate and postgraduate courses in music and dance related subject areas and its research is at the forefront of these fields of enquiry worldwide.

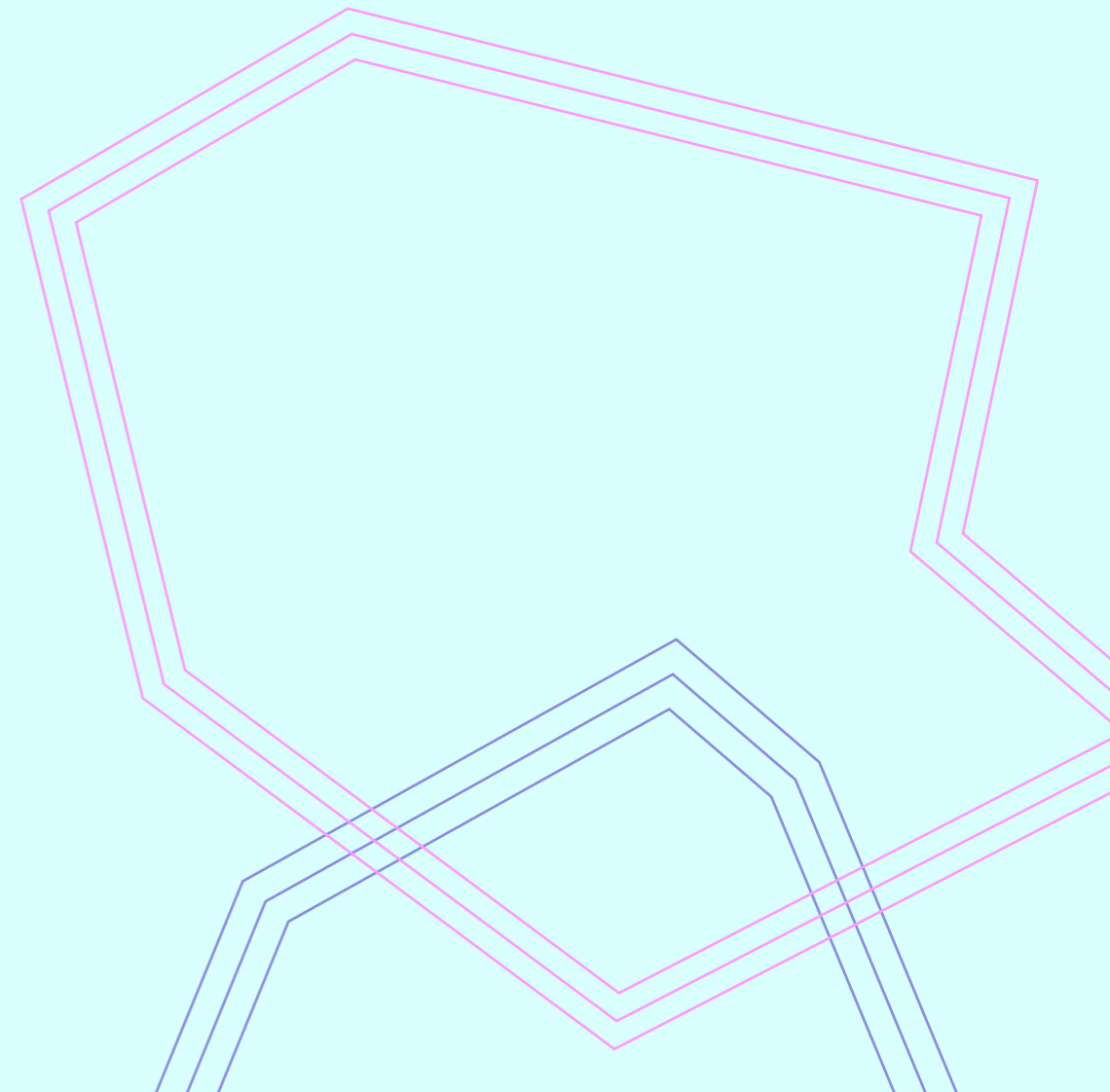
The MA Festive Arts programme joined the suite of taught MA programmes at the Irish World Academy of Music and Dance in 2013, with Dr Niamh NicGhabhann as the founding director. The MA Festive Arts programme focuses on creative festival-making, and combines the theoretical and critical study of festival and its role in society with practice, industry-focused education and training. In 2015, the MA Festive Arts won the 'Best New Programme' award at the GradIreland Awards, with the judges noting that 'not only is this course a world first, it supports national economic, social and cultural needs with a clear practical focus'.

## ACKNOWLEDGMENTS

The Change Makers conference is a result of many collaborative conversations with a number of festival stakeholders, festival organisers and academics across the country. Without their support and hard work the partnership between the MA Festive Arts UL and the Arts Council would not be able to take place and we take this opportunity to thank them. We look forward to continuing those conversations to further enhance the festival landscape in the future.

We also extend our appreciation to all the staff and members of the Arts Council for their guidance and advice, the staff of the Irish World Academy, the Irish Chamber Orchestra and University Concert Hall for their generosity and to our conference team for their skill and expert support.

Change Makers has been managed by conference producer Maeve McGrath and hosted by the Irish World Academy, University of Limerick.



# GREENER CONFERENCE ACTIONS

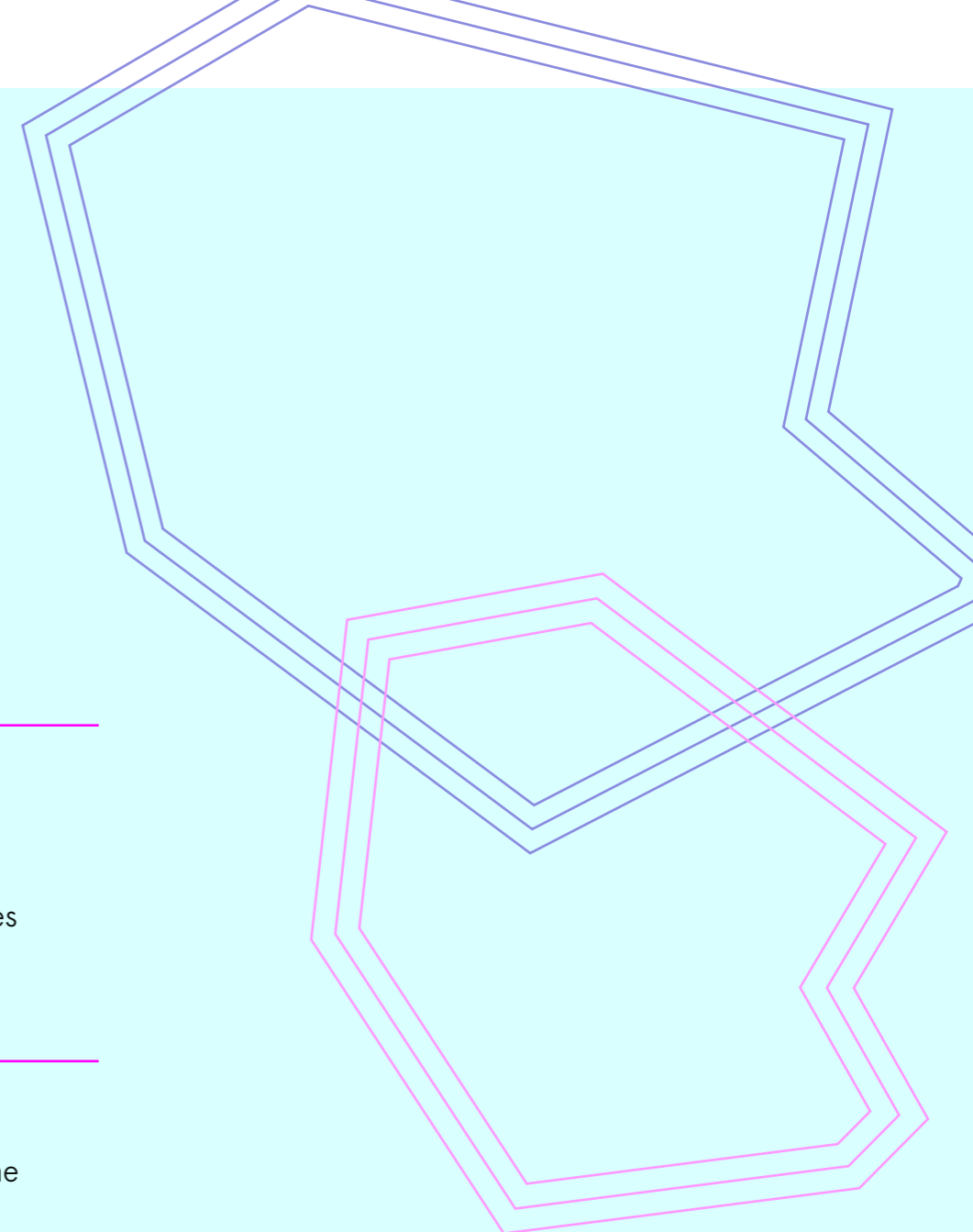
CONFERENCE COMMITMENTS	CONFERENCE ACTIONS
<b>1. Venue and Transport</b> <ul style="list-style-type: none"> <li>• Encourage and incentivise conference attenders to use public transport, car pooling or use electric vehicles.</li> <li>• Select a venue with public transport links.</li> <li>• Prioritise international slow travel where possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Place green actions in all communications to delegates.</li> <li>• Publish comprehensive public transport information for venue.</li> <li>• Ensure air travel represents no more than 20% of total contributor travel.</li> </ul>
<b>2. Accommodation</b> <ul style="list-style-type: none"> <li>• Select local providers in close proximity to the venue (walking distance) with a commitment to environmentally friendly practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Hotel provider for contributors is no more than 2km walking distance.</li> <li>• Selected accommodation provider has green policy commitments.</li> </ul>
<b>3. Food and Catering</b> <ul style="list-style-type: none"> <li>• Provide locally sourced food to reduce gas emissions used during transportation.</li> <li>• Ensure the catering provider avoids the use of plastics and non-recyclable materials and has a commitment to the reduction of food waste.</li> </ul>	<ul style="list-style-type: none"> <li>• Caterer provides locally sourced menu.</li> <li>• Provider demonstrates commitment to sustainability in catering practices.</li> <li>• Provider will not use non-recyclable or plastic materials.</li> <li>• Catering bookings finalised in advance to avoid food waste.</li> <li>• Caterer to donate surplus foods to local charities.</li> </ul>

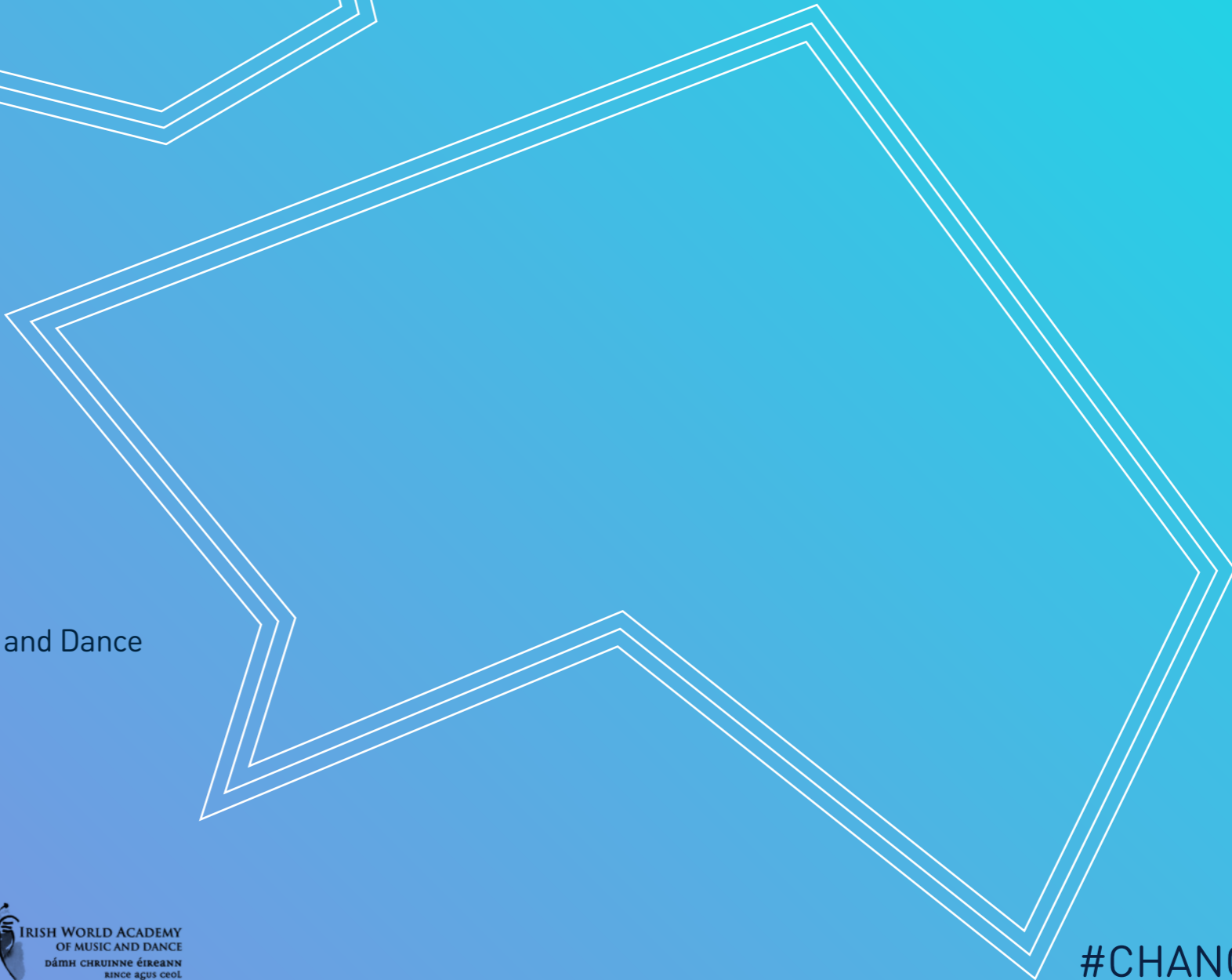
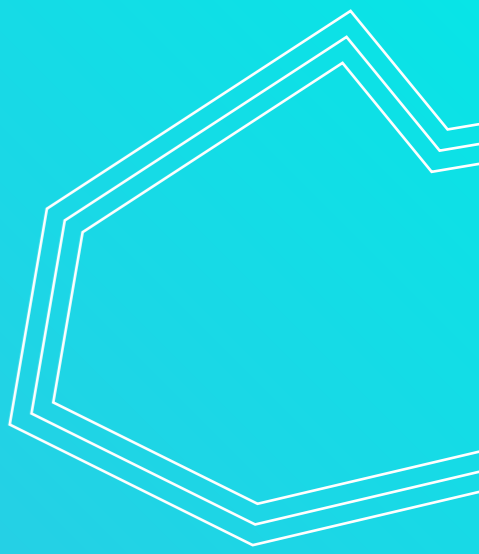
The Arts Council outlines in its three year plan 2020-22 an action to develop a new environmental and sustainability policy. In line with this commitment the Change Makers festival conference established 'greener conference actions' which includes reducing, reusing and recycling materials, utilising local vendors to reduce environmental impacts and a call to action for delegates to take a more sustainable approach. The greener conference actions and outcomes can be found below:



# GREENER CONFERENCE ACTIONS CONTINUED

CONFERENCE COMMITMENTS	CONFERENCE ACTIONS
<p><b>4. Materials and Waste</b></p> <ul style="list-style-type: none"> <li>• Through the approach of reduce-reuse-recycle, minimise waste and prioritise sustainable solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise digital materials over paper.</li> <li>• Any printed materials to be recycled or reusable.</li> <li>• Recycle stations available at venue.</li> <li>• Communication to delegates to reuse conference materials (lanyards, totes) and to bring water bottles and keep cups to minimise waste.</li> <li>• Water refill stations made available to delegates at the venue.</li> </ul>
<p><b>5. Vendors and Contributors</b></p> <ul style="list-style-type: none"> <li>• Guide vendors and contributors to reducing, re-using, recycling, to encourage environmentally friendly actions during the conference and advise on prohibitive materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide all vendors and contributors with greener conference actions document.</li> <li>• Select vendors (where applicable) that align with the Arts Council's 'greener conference actions'.</li> </ul>
<p><b>6. Prioritise Cloud-based platforms</b></p> <ul style="list-style-type: none"> <li>• (CBP) and virtual attendance to reduce carbon emissions through travel.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritise CBP's in event management to ensure paper reduction.</li> <li>• Encourage web based communication such as Skype, Zoom for international contributors.</li> <li>• Provide conference content via live streaming, social media and digital platforms.</li> </ul>
<p><b>7. Carbon off setting.</b></p> <ul style="list-style-type: none"> <li>• Commit to carbon credits to offset emissions or replanting.</li> </ul>	<ul style="list-style-type: none"> <li>• Delegate packs will contain seeds for planting with packaging made from recycled/recyclable materials.</li> </ul>





**Conference location**

The Irish World Academy of Music and Dance  
University of Limerick  
V94 DK18



#CHANGEMAKERS2020