

Strategic Development Plan

September 2023 – August 2026



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Company Limited by Guarantee No: 4927919

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EXECUTIVE SUMMARY

This summary gives a brief background about the Irish Arts Foundation (IAF) and lists the priorities for both sustained and ongoing development over the next three years – September 2023 to August 2026.

It provides an ongoing framework for IAF corporate and business planning; it is envisaged that this will guide IAF in carrying out its aim of working as effectively as possible with our stakeholders and the wider Irish and non-Irish community.



The Leeds-based Irish Arts Foundation (formerly The Irish Music Project) has been in existence since 1998. It was initially set up by a small group of first and second generation Irish individuals who recognised the need for a leading platform to provide cultural support and guidance for organisations working with Irish people.

Since then, IAF has grown considerably and has developed from a voluntary body governed by a Management Committee with no paid staff, to an organisation which now employs 2 permanent staff, 5 freelance staff and has a strong Board of Trustees governing the organisation.

IAF has come a long way since its establishment in 1998 in the inner-city area of Leeds as 'Harehills Irish Music Project'.

Priorities for 2023 to 2026

The main thrust throughout the Strategic Development Plan is to strengthen and secure the long-term future of the organisation, to build on IAF's past successes and continue to deliver high quality artistic work with sustainable outcomes.

This is underpinned by the following key priorities:

- To collaborate with a range of voluntary, statutory and BAME agencies and partners
- To develop the internal infrastructure of the organisation to support effective delivery of work in line with our aims and objectives
- To secure project funding to carry out activities benefitting Irish community, people of Irish origin and those interested in Ireland
- To deepen our existing relationships with artists, and engage those newly arriving from Ireland, including those from the traveller community
- To develop and deliver activities that will help build the traditional Irish music and arts sector through creating sustainable outcomes
- To develop and build on IAF's marketing capabilities
- To increase the audience and participant base for IAF's work



INTRODUCTION

This development plan provides a roadmap for the Irish Arts Foundation (IAF) growth to be managed in line with our aims and objectives and ensure long-term sustainability with an effective use of time and resources.

Key achievements in the last 3 years include:

- Adapting to the 'new normal' throughout the Covid-19 pandemic
- Established profile and reputation of the organisation and its work
- The continued delivery of high-quality musical, cultural, heritage and arts activities

Considering the above developments, this plan has been developed as a unifying document for IAF staff, freelance workers, Board members, funders and other stakeholders in the organisation. It clearly expresses the vision, mission, values and aims of the organisation, which have developed organically since IAF's inception in 1998. It also suggests a way forward that will ensure a controlled and well thought out direction for the growth of the organisation, while still allowing for existing and future opportunities to be embraced.

This plan builds on our previous Strategic Development Plan 2019-2023 and has come together through formal and informal discussion, debate and evaluation between staff, Board members, funders and other partners and stakeholders.

BACKGROUND INFORMATION

History of the Organisation

Leeds Irish Arts Foundation with the working name of Irish Arts Foundation (IAF) was established in Leeds, England in June 1998 as a Company Limited by Guarantee (No. 4927919) and a Registered Charity (No.1101657). Its initial establishment as Harehills Irish Music Project was the culmination of a six- month informal consultation process with a range of different partners and practitioners across the city.

This informal consultation had established that there was considerable interest in Irish Music Project Leeds among both practitioners and arts funders and an appetite for more community based Irish music and arts to support Leeds communities. The current organisation was established in 2005, with the vision to deliver contemporary community-based activities and events, workshops and performances and provide opportunities and support to musicians and artistes.

Whilst the major driver of our initial work related to traditional Irish music, increasingly the ongoing development of the project included a broader cross section of Irish arts and culture e.g. literary, visual and drama based arts which was reflected by a renaming and re-branding to Leeds Irish Arts Foundation in 2006 (with the working title Irish Arts Foundation).



Established in 2007, Irish History Month was previously a single member wholly owned subsidiary company of IAF. It is now integrated within our Community Participation and Learning Programme.

These significant organisational changes, development and re-branding reflect growth, broadening profile and diverse programming of Irish arts and culture including, literary, visual and drama-based arts for example.

IAF has developed an excellent reputation as a professional organisation that specialises in creating participatory music and arts opportunities for young people and academics, supporting artists to consider or pursue successful careers in Irish arts, developing cutting edge performance work, and enabling other organisations to include Irish arts and artists in their work through advice, guidance, arts and advocacy. IAF's headquarters are based in a hub of artistic, cultural and educational activities in Leeds at Headingley Enterprise & Arts Centre (HEART).

Our Vision

“We aim to provide access to and participation in traditional Irish music and arts through classes, workshops, access to materials, resources, promotion and performance.”



Our Mission

To raise the profile of the music and arts of Ireland and to celebrate the many contributions that Irish people have made to life in Leeds.

Aims and Objectives

Our mission is underpinned by clear aims and objectives outlined below:

- To introduce and actively encourage the playing, listening, understanding and celebration of traditional Irish music and Irish cultural heritage more generally, particularly, though not exclusively, the teaching and learning of traditional music among 1st, 2nd, 3rd generation Irish emigrant communities and other groups interested in Irish culture and music
- To challenge, by way of demonstrating positive and constructive elements of Irishness, widely held anti-Irish stereotypes still prevalent in the wider British community
- To inculcate a sense of awareness, ownership, pride and personal empowerment among Irish people in their own cultural heritage and, in so doing, to go some way towards attempting to offset older Irish people's internalisation of anti-Irish racism, discrimination and oppression

- To facilitate cultural sensitivity among Irish communities by adopting and actively pursuing anti-racist and anti-sectarian policies, particularly in the context of peace and reconciliation initiatives ongoing as part of the post Good Friday peace agreement in Northern Ireland
- To transcend ageist, sexist, disablist, class and racist barriers to full client involvement and enjoyment of IAF's range of activities
- To provide a co-ordinating role for the disparate provision of Irish specific social and cultural activities throughout Leeds and beyond



- To introduce communities to the distinctiveness and uniqueness that is traditional Irish music and culture and to the wider contribution Irish communities have made and continue to make to the cultural, social and economic fabric locally and nationally
- To specifically target and attract young people whether of Irish or other non-Irish minority ethnic backgrounds who, residing within areas of significant economic and social deprivation, have low self-esteem, inadequate or poorly developed social and transferable skills or who

experience complex and complicating issues around their Irishness or other cultural/identity construction

Core Values

Our mission is also achieved by embedding the core values in all of our activities:

- To promote and celebrate our cultural diversity
- To be inclusive in our practices and to work to widen access to Irish Music and Arts generally



- To positively transform people's lives and contribute to social unity through providing inspirational experiences that help break down personal and societal barriers
- To work with sensitivity to those under-represented groups whose cultural aspirations and contributions remain unrecognised and under-represented
- To empower and support those from Black, Asian and Minority Ethnic (BAME) groups to work in governance and management positions in the arts

- To provide equality of opportunity to all members of society

Artistic and Social Commitments

Our mission is to be achieved through the following artistic and social commitments aligned to our core values:

- **To bring Irish arts into the mainstream of British cultural life**

IAF believes that Irish culture is an integral part of British life and deserves acknowledgment. IAF is committed to making culturally diverse arts more readily available through working collaboratively with diverse communities and by nurturing partnerships with mainstream venues, promoters, funders and partner organisations.

- **To provide access to traditional Irish music and arts training and lifelong learning for all**

IAF believes that the transforming power of music and arts enables individuals to transcend boundaries and limitations. IAF is committed to providing access to Irish music and arts from grassroots beginner levels to professional levels – thereby creating tomorrow's performers, educators and facilitators.



- **To create opportunities for the promotion, presentation and professional development of local, national and international artists**

At the heart of any successful arts organisation is its artists. IAF is committed to creating infrastructure in Irish culture, music and arts to enable local, national and international artists to create new work and pursue successful careers. IAF supports its artists as the creators of our contemporary traditions.

- **To act as instigators in the creation of new music**

Operating in a British setting offers an amazing array of opportunities to access musicians from diverse communities and myriad musical genres. IAF believes this music and acts as a cultural bridge and as a voice that names an important part of the British experience.

- **To create platforms for traditional Irish music and arts**

IAF believes in the value of Irish artistic traditions and is committed to investing in the continuing development of and widening of access to these artistic movements.

STAFFING AND GOVERNANCE

Recruitment and Staff Development



IAF has a recruitment policy which aims to recruit, retain and develop the best staff to carry out our mission.

We also work with freelancers to deliver our artistic and cultural activity and to support our small team to develop, manage and run the organisation effectively.

Our current staffing structure is shown on Appendix 2 of this document.

Board of Directors

IAF has a strong Board of Executive Directors consisting of seven individuals who contribute their time and considerable individual and collective expertise on a voluntary basis. Board members take on the professional responsibilities of being a Board member of a charitable organisation, and have contributed to the development of a contemporary board culture – for example implementation of ‘virtual’ meetings.

Our current Board of Directors is shown on Appendix 3 of this document.

Volunteer Involvement



IAF benefits very much from the involvement of volunteers and in-kind support in our activities. We will ensure that we continue to recruit, retain and develop excellent volunteers carrying out work to the highest standards. IAF will do this by offering training (formal and informal), opportunities for learning (via work experience placements), and opportunities to provide hands-on assistance at events.

MANAGEMENT SYSTEMS

Key external and stakeholder recognition and evidence is the award and implementation of recognised “quality” standards/goals for work we undertake.

Policies and Procedures

IAF has a comprehensive portfolio of policies, processes and procedures in place to ensure that the organisation continues to encourage innovation, compliance with the law and that safeguards are in place at every level of the organisation.



These include an Equality and Diversity, Recruitment, Child Protection Policy, Finance and Financial Management policy, Health and Safety policy, Covid-19 and others. This portfolio is reviewed annually by senior staff and the Board of Directors, to overview progress made towards our policy goals, and adjustments and/or changes are made when needed in the light of review findings or changes to current legislation.

Quality Assurance



There are a number of different, but complementary aspects of quality assurance that will be developed throughout all our activities, particularly our artistic programme. Irish Arts Foundation was awarded level one PQASSO (Practical Quality Assurance System for Small Organisations) accreditation. The PQASSO Quality Mark is endorsed by the Charity Commission and more formally evidences to our funders and other stakeholders that we are demonstrating and further developing the running of an effective charity.

- the quality of our management and delivery processes
- the quality of project delivery and therefore, the work of delivery partners
- the quality of the artistic and cultural experience from the perspective of artists, participants and audiences

The last two points help us answer the question, “Do we deliver quality arts, cultural and heritage activities?” and ensures that that question is at the heart of all we do.

Areas for action and development within the quality theme include:

- Discussing and developing quality assurance mechanisms with existing stakeholders and funders, so that potential funders, sponsors, partners, artists, and audiences know that we meet exacting standards, and that the activities they deliver/receive will be of high quality

- Increasingly making artists, participants and audiences aware of the protocols, processes and procedures we use as part of a development process, by offering relevant information and training to staff, and providing information releases/marketing material for participants and audiences



- Developing a culture of self-improvement and peer referencing where artists learn from each other and work together to improve quality
- Placing quality improvement at the heart of our partnership activities and our review process, linking funding and planning more explicitly to quality

We also work with our partners to further develop this agenda, and to support our vision for traditional Irish arts and music and other art forms.

Accountability

Our year-on-year activities as well as our accounts are shown and shared in our Annual Report, which is presented in compliance with British law and shared with partners and stakeholders, including funders. This demonstrates that all of our activities are fully transparent and accountability is at the heart of all we do.

Financial Management

IAF has efficient and well-managed financial systems in place, which include:

- a detailed Finance and Financial Management Policy for the information of all staff and the board, which provides a standard point of reference for the methodology of salary apportionment, running costs and stakeholder service level agreements
- a system of book-keeping maintained in the 'cloud' with QuickBooks software with the ability to produce reports, management accounts, profit and loss statements and balance sheets
- an annual report and accounts undertaken by registered auditors WYCAS (West Yorkshire Charities Accounting Services)

Type of Activities



IAF has delivered a varied and broad range of work since its inception in 1998. The main strength of the organisation has historically been its focus on traditional Irish music and arts. The work of the organisation has been realised through various methods, including through the provision of ongoing core services; time-limited, specific subcontracts to deliver participatory projects; and through its own funded projects.

IAF's work has organically evolved into key areas:

- **Irish Arts Training and Development**

This has included activities such as, ongoing community classes, outreach projects through community collaborations and partnerships, schools' workshops and residencies, artist training sessions, etc. Increasingly, IAF is contacted with requests for advice and guidance in delivering Irish arts projects, widening participation and attracting predominantly but not exclusively first, second, third and dual heritage Irish participants and more diverse audiences.



IAF has helped to capacity-build other organisations to deliver Irish arts work and this area of work is growing. This is mainly achieved through delivering participatory outreach and collaborative work with other community organisations and projects.

- **Professional Performances and Promotion of Artists**



This has included the delivery of taster performances to build new audiences, large-scale professional performances and festivals, and promotion of UK based Irish artists. Within this area of work, IAF has identified a need for ongoing audience development work and will continue this goal in an ongoing and structured way aligned to developments in the sector.

The bulk of our work over the last three years has taken place in Leeds and West Yorkshire.

Current Funding Arrangements

Time-limited and specific project funding has been received from various sources, including the Irish Government Emigrant Support Programme, Arts Council England, The Ireland Fund of Great Britain, Culture Ireland, Irish Youth Foundation, The Heritage Lottery Fund, Leeds City Council and The National Lottery Community Fund.



IAF will continue to seek and access alternative sources of funding including statutory and lottery sources, local business sponsorship, funding from trusts and foundations and other charitable sources to support Irish arts and culture and community arts development.



DEVELOPMENT: PLANS FOR THE FUTURE

Our Current and Developing Activities

The activities we deliver within our **Community Participation and Learning Programme** include the delivery of community-based performance events, participatory projects, local, regional and national collaborative work to further develop and diversify our audiences and participants through formal and informal projects such as:

	<p>Irish History Month:</p> <p>Is a pioneering venture in Britain. The purpose is to promote the many positive contributions that Irish people have made in Leeds and to introduce new audiences to the vibrancy of Irish arts, heritage, culture and history. First established in 2007, 'Irish History Month' is now fully integrated with IAF activity.</p>
	<p>The Irish Elders Cultural Project</p> <p>Providing a range of performances and reminiscence workshops directed towards vulnerable and elderly Irish people, in collaboration with Irish community organisations and venues. During the Covid pandemic collaborative activities were held out of doors. Activities also celebrate International Day of Older People, and International Women's Day.</p>
	<p>Adult Learning Programme</p> <p>Which focuses on adults with a core musical knowledge e.g. classically trained, jazz-influenced or English folk music;</p>



Irish cultural **educational and inter-generational** music, arts and participatory community-based workshops.



Leeds Irish Community Archive Project

Ongoing development and delivery of the Community Archive project, 'Untold Stories - The Leeds Irish Community'. Initially funded through The Heritage Lottery Fund, the project focuses on the experiences of the emigrant Irish community in Leeds in the second half of the twentieth century, particularly their settlement and cultural traditions such as music, dance, song and sport.



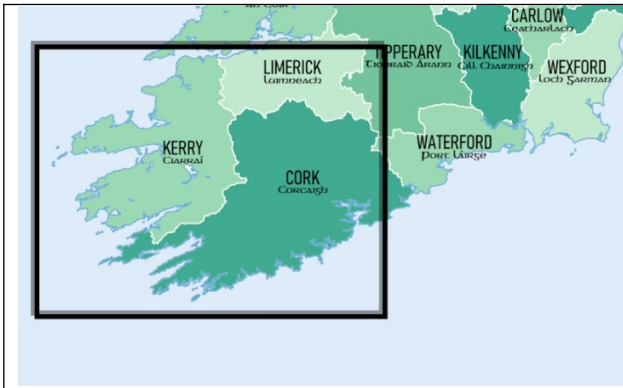
Neighbours!

Funding has been secured to provide a programme of community Irish Arts participatory and performance workshops in our neighbouring West Yorkshire local authority areas of Calderdale, Bradford, Kirklees and Wakefield. The project involves a range of experienced and emerging West Yorkshire based artists.



The Wheel of the Year

Is a new project that aims to engage the people of Leeds in a series of events to celebrate four key traditional festivals of the Celtic Calendar. The Celtic Calendar is focused on the cyclical change of seasons, evenly spaced throughout the year, celebrating the transition of the sun throughout the seasons combined with the solstices and equinoxes: Lughnasadh (Aug 1st) Samhain (Oct 31st), Imbolc (Feb 1st), and Bealtaine (May 1st). The Celtic nations include Ireland and are a cultural area and collection of geographical regions in Northwestern Europe where Celtic languages and cultural traits survive.



‘Exploring The Musical Traditions’

These projects have facilitated an in depth look at musical traditions and from specific counties in the island of Ireland.



Culture Night

A crossover of folk and traditional Irish music, celebrating all that makes up the richness and diversity of Culture in Ireland today, connecting people to cultural activities locally and nationally and opening pathways to ongoing engagement.



International Uilleann Piping Day

Is a global celebration of the Irish pipes or ‘Uilleann pipes’. The Irish Uilleann (elbow) pipes have been recognised as an important and unique cultural symbol by United Nations Educational, Scientific and Cultural Organisation (UNESCO).

OPPORTUNITIES AND THREATS

<p>OPPORTUNITIES (external)</p> <p>Build financial resilience by accessing funding from a range of sources</p> <p>Increase awareness of IAF's work and needs of sector amongst decision-makers / policymakers</p> <p>Ongoing board and staff development</p> <p>Support the development of Irish / community arts sector, through working with artists and freelancers</p> <p>Deliver traditional Irish music training and support</p> <p>Working in partnership with community arts and Irish community organisations</p> <p>Use social media to reach out to new audiences and participants in particular newly arrived migrants, dual heritage Irish and younger people.</p>	<p>THREATS (external)</p> <p>Covid or subsequent variant of disease impacting on delivery</p> <p>Impact of Covid and Brexit on funding policy, politics and community cohesion, including the ease of free movement.</p> <p>Economic downturn and local authority / government policy leading to reduction in available funding for Irish arts and community arts</p> <p>Inability to retain current staff and / or recruit new staff</p> <p>Limited availability of appropriate and supportive venues for IAF's work</p> <p>Declining audiences for classical and traditional music and arts</p>
<p>Strengths (internal)</p> <p>Strong financial position</p> <p>Knowledgeable and strong leadership from Board and Executive</p> <p>Small agile and knowledgeable team of staff and freelancers</p>	<p>Weaknesses (internal)</p> <p>Loss of current staff and Board members and Executive and subsequent knowledge drain</p> <p>Potential to overstretch capacity</p>

Delivering Our Mission, 2023 - 2026

Collaboration

IAF works collaboratively with other organisations working with the Irish community and within the community arts sector. Our forward plans and partnership working ensure that IAF does not duplicate activities.

For example, we are connected nationally through the Irish Cultural Exchange network and the Irish Embassy in Manchester and London.

More locally, we are connected to Irish community organisations that are natural focuses for Irish arts and culture such as Leeds Irish Health & Homes and, based at the Leeds Irish Centre; Comhaltas Ceoltóirí Éireann (CCE), Leeds St Patrick's Day Parade Committee, 'Tuesday Club' and the Gaelic Athletics Association (GAA).



Community arts organisations we work with include Seven Arts, Leeds Libraries, Headingley Enterprise and Arts Centre (Heart), Leeds Museums and Galleries, Chapel FM and Northlight Arts Centre for example.



IAF values and respects the work of these organisations and will continue to work in collaboration rather than competition to deliver best value and impact in our work.

Strategic Action Plan: External

: To promote and increase access to the diversity of the Irish cultural experience.

Objectives	Work Programme	Outcomes	Timeframe	Responsibility
1. Support and assist new and existing stakeholders to identify and develop Irish heritage and cultural projects	Map the range of cultural activities offered to new and existing partners and stakeholders	Expansion of cultural activities available to wider community	6-12 months ongoing	Chief Executive / Development Officer
2. Development of ongoing projects	Provide advice and partnership support to enable stakeholders to effectively participate in any new developments. Identify possible sources of funding and sponsorship for new projects	Up to date website and directory of current service cultural provision	3 months ongoing	Chief Executive / Development Officer
2 (a) Adult Learning Programme	Focusing on adults with a core musical knowledge e.g. classically trained, jazz-influenced or English folk music	24 Adult Irish Music workshops and participatory events (formal and informal)	12 months ongoing	Chief Executive / Development Officer / Outreach Team / Workshop Practitioners

2 (b) Irish History Month	Introduce local communities to the distinctiveness and uniqueness that is traditional Irish arts and culture and the wider contributions that Irish communities have made and continue to make to the cultural, social and economic fabric of Great Britain	Irish cultural events during March for Irish history Month	6 – 18 months ongoing	Chief Executive / Development Officer / Outreach Team/ Workshop Tutors
3. Expansion of Community Participation and Learning Programme	Further develop a programme which will enable community groups, community centres etc. have access to traditional Irish music, arts and culture	Concerts featuring high profile Irish artistes	ongoing	All staff
	Irish Elders Cultural Project	Cultural workshops for Irish Elders	ongoing	All staff
	Collaborating with other educational, voluntary or community our area with whom we have not worked before	Irish Cultural Days	ongoing	All staff
	Further develop a community	Reaching young people who have not participated Irish cultural activity before, in particular at Key Stages 2 and 3	ongoing	All staff

	<p>based collaborative programme of artistic and cultural classes, training sessions, workshops and events</p> <p>Working with groups e.g. Chapel FM, Seven Arts, Northlight Arts, HEART in extending and improving our organisation's ability and capacity to deliver traditional Irish cultural activities</p>	Partnership based community activities, concerts and workshops	ongoing	<p>Chief Executive / Development Officer /Outreach Team/</p> <p>Workshop Practitioners and volunteers</p>
4 The continued development of collaborative links with other agencies in Leeds	For example, with the Leeds Libraries, Leeds Museums and Galleries.	To study the experiences of the Irish in Leeds in terms of culture, music and heritage	18-36 months	Chief Executive / Development Officer
5 Involvement in the cultural planning of The Leeds City Museums and Galleries as a BAME consultancy	To further develop Leeds Irish Community Archive Project	Strengthen the publicly accessible archive of materials - recordings, photographs, etc. which relate to the history and development of the Irish community in the inner-city areas of Leeds where the immigrant Irish	ongoing	Chief Executive / Development Officer

partnership group		community historically settled		
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Strategic Action Plan: Internal

: To ensure the efficient and effective governance, management and administration of the organisation.

Objectives	Work Programme	Outcomes	Timeframe	Responsibility
Develop the Senior Management Team (SMT)	Review governance, financial management and administration of IAF to identify areas for improvement	Maintain professionally run organisation with closely managed and monitored structure	12 -36 months	Chief Executive
Strengthen organisational resilience	Staff and freelancer training and development Development and implementation of effective and efficient internal systems and processes.	Motivated, skilled and professional employees who are proud to work and represent IAF Improved organisational resilience	12 -36 months	Chief Executive / Development Officer
Ensure adequate funding available to meet all IAF requirements. (short and long term)	Identify further sources of funding to deliver Irish arts and culture and community arts development.	Broadening spectrum of funders approached to reduce risk of underfunding.	Ongoing with regular review by Board	Chief Executive

APPENDIX 1: MARKETING STRATEGY 2023-2026

IAF has developed a structured approach to marketing our activities based on the current economic and cultural environment in Britain as outlined below.

Marketing Aims

IAF continues to work towards:



- establishing basic marketing foundations in all areas of the marketing mix, which can be built on as IAF expands and develops
- segmenting IAF's marketing approach according to different aspects of its work and service delivery (e.g. education versus performance)
- diversifying income streams and generating new income
- facilitating a deeper relationship with our core audience
- raising the profile of IAF's work amongst the identified potential audiences and encourage engagement of these audiences
- promoting the unique selling proposition (USP) of local, national and international artists creating Irish and fusion work
- advocating, training and developing artists, promoters and venues in order to achieve increased participation from these stakeholders

Current Market



- In addition to Leeds, Bradford and Wakefield Metropolitan Districts have a high proportion of population of 1st, 2nd, and 3rd generation or 'dual-heritage' Irish origin and should be considered key areas for audience penetration in the development of services and marketing.

- As Bradford and Huddersfield also contain a large proportion of West Yorkshire's population of 1st, 2nd, and 3rd generation Irish origin it is logical that they be included within a catchment area based loosely on the 45 minute drive time.
- In addition to the cities outlined above, the Irish community in West Yorkshire is more 'invisibly' represented in Kirklees and Calderdale Metropolitan Districts
- The Irish community was historically more concentrated in particular areas of Leeds e.g. Harehills, Chapeltown, Scott Hall, Hyde Park, Woodhouse , Beeston, and Hunslet but is now more dispersed across the city
- The majority of IAF's current electronic mailing list reside in the North of England
- Neighbourhoods classified as 'Urban Prosperity' in ACORN demographic classification, which are key hotspots for IAF attendees, are heavily concentrated in North Leeds. Bradford, Halifax and Wakefield have more isolated pockets of Urban Prosperity. It is also worth noting that York, just beyond the 45-minute drive time boundary, has strong potential

Further notable characteristics of the catchment area include:



- Above UK average levels of 15-24 year olds and students. IAF's mailing list currently has 12% student's so this is a target audience to look at developing

- The 'Urban Prosperity' ACORN category accounts for just 6% of the Yorkshire population, but 24% of IAF's mailing list are in this 'Wealthy Achievers' and 'Moderate Means' categories were represented proportionately to the Yorkshire population as a whole
- 'Secure Families' and 'Flourishing Families' accounted for 26% of the mailing list highlighting a high propensity and potential around the community events
- Aspiring Singles, 'Educated Urbanites' and Irish communities were also disproportionately well-represented groups in comparison with the base Yorkshire population
- 'Older Families', 'Prosperous suburbs', 'Low-income Irish families' and 'Home owning Irish family' areas were disproportionate well-represented types as well



IAF needs to particularly look at further engaging our local authorities in our work, so maybe focusing on engaging with the leisure services and educational departments. IAF also needs to look at reaching those already at a first stage of learning traditional Irish music who are looking for opportunities to progress to the next level.

Geographical Footprint

IAF has defined a specific geographical remit for its work. The organisation will proactively focus its work in Leeds and urban areas of West Yorkshire, as there is much scope for consolidation and expansion in these areas.



A high level of demand exists throughout the rest of Yorkshire for Irish arts work as evidenced by an increasing demand for our services. The organisation will continue to deliver targeted work throughout the Yorkshire region as a whole, but this will primarily be on a reactive basis through partnerships. This will include work in both urban and rural areas.

Within the time period of this Strategic Development Plan, IAF will not run targeted projects on a national basis. This is due to a number of reasons, including a desire

to service the North, where there is comparatively little Irish arts provision as compared to the South.



In addition, IAF will work within the capacity of its resources – including financial and human resources as well as partnership resources. The bulk of IAF's strong partnerships are predominantly with organisations in the Yorkshire region. However, IAF will continue to work in partnership with other arts and heritage organisations as appropriate, to promote artistic products nationally and internationally.

Target Audiences

The identified target audiences in relation to these services are as follows:

	Core audiences	Potential new audiences
Music Training	<p>Schools. Practitioners. Irish community, particularly 2nd, 3rd and mixed heritage Irish Young (8-25).</p> <p>(Market penetration)</p>	<p>Universities. Colleges. Community groups. Irish Communities. Non-Irish audiences.</p> <p>(Market Development)</p>
IAF Performances	<p>Irish. 2nd, 3rd generation Irish. Newer arrivals and students from Ireland: 'professional migrants' Mixed heritage. Middle income. Students. Educated Urbanites. Families.</p> <p>(Market penetration)</p>	<p>Passing trade. Irish Communities. Local communities in new venue areas. Outlying community pockets of West Yorkshire. Cross over from arts attendees from other art forms.</p> <p>(Market development)</p>

<p>Booked Performances</p> <p>i.e. - private bookings / bookings by other venues</p>	<p>Private bookings from people in the community. Bookings through links with established venues.</p> <p>(Product development and diversification)</p>	<p>Use booked performances as a route into passing trade.</p> <p>(Product development and diversification)</p>
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Expanding the Market

Key geographical hotspots to focus on include:



- West, South and North Yorkshire (for maintaining and developing core audience)
- Lincolnshire and Humberside to the east of Leeds and parts of Greater Manchester to the West of Leeds for further developing audience

- Greater London and the South West of England, Wales and Scotland for developing networking and partnership opportunities, sharing information etc
- Student areas in Leeds, Huddersfield, Sheffield and York may also increase the numbers of students engaging

Congruence with Local, Regional and National Strategies

The organisations aims and work programmes complement and further a range of policies and strategies, as follows:

Local

With reference to the local authority's "area management wedge" infrastructure for



service provision, the Foundation has consulted widely and developed links with a variety of community, voluntary and statutory bodies, including schools, further and higher education bodies, and community venues across all 7 wedges in the Leeds area. This will map a way forward to champion exposure of Irish arts, culture and history across the Leeds metropolitan area in key

institutions. The need for received local knowledge is apparent given the differing restrictions on community resources.

Regional



The aims and objectives of regional initiatives means that there are now additional platforms for exposure across the region. In addition, current cultural strategies across West Yorkshire are being revised, and extended cultural and arts departments are being formed in York; in all these urban areas, we have a key opportunity to establish an enduring and effective presence.

National

Community cohesion, and the importance of community arts delivery has been recognised at a national and international level through the strengthening of funding for community arts, heritage and diversity. However, this is against the backdrop of post Covid-19 and Brexit recovery, and the current UK economic downturn. It is anticipated that although aligned to aims and objectives, competition for national funding will increase.



The next phase of the Marketing Strategy 2023-2026



The marketing strategy for the next three years will focus on website and online social media and networking. We will also prioritise media relations with key local regional and national community and arts publications and information networks. These approaches allow us to target new audiences in the form of younger, and newly arrived migrants.

Because IAF is a partnership organisation that develops work collaboratively with local community arts venues, our audience development activity is bolstered and strengthened by these respective venues marketing and audience development plans. Working with these organisations allows us to target specific communities in Leeds that have local and community arts venues.

Because of this, our positive relationship management approach with partner organisations is key to the success of our marketing and audience development activity.

Monitoring and Evaluation

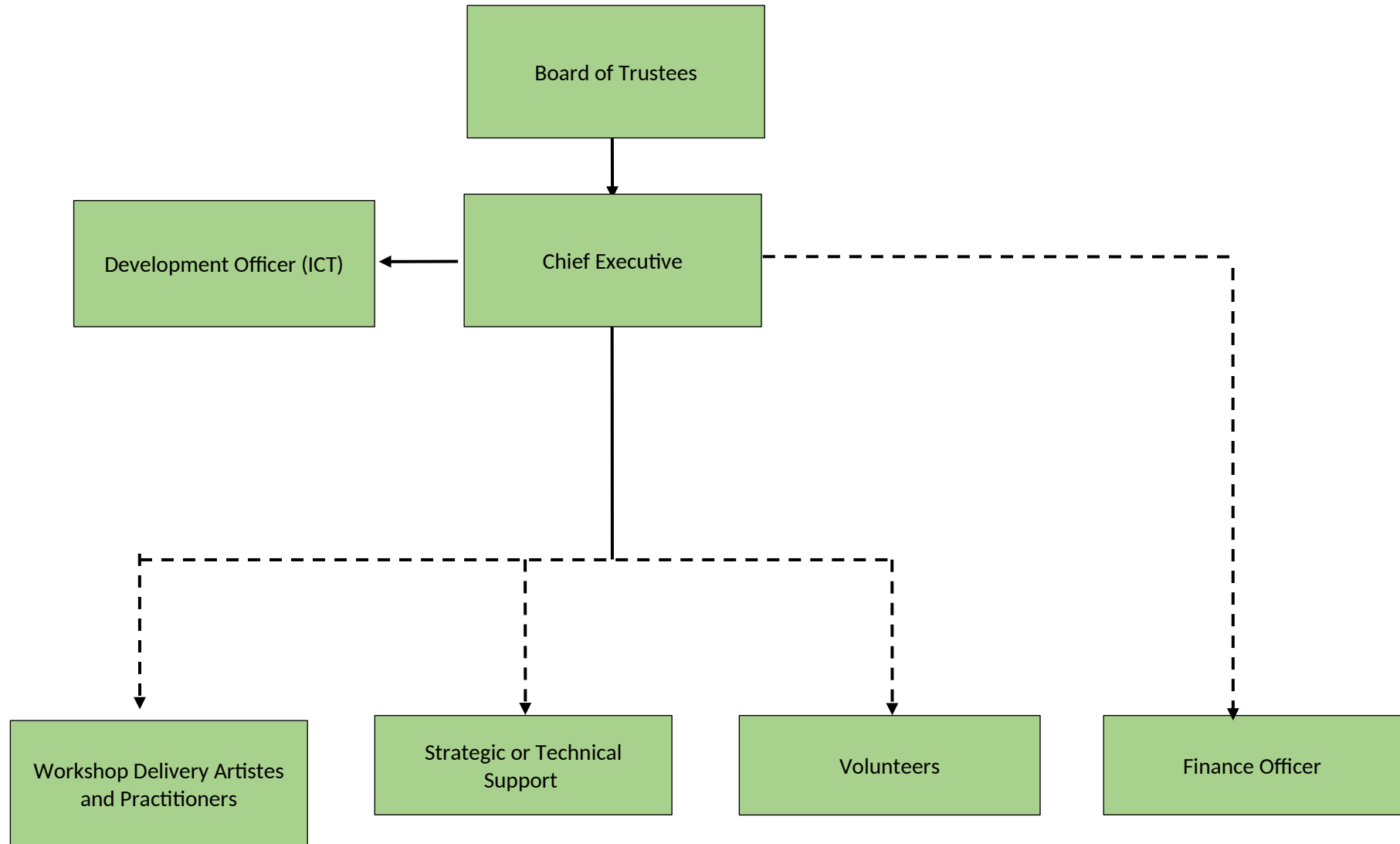


Throughout the marketing strategy and IAF's development of the next 3 years continuous quantitative and qualitative review and evaluation will take place to ensure that the strategies and audience focus remains paramount within the development of IAF's services and reputation.



IAF will continue to develop the wide range of tools used for formal and informal monitoring and evaluation, which will be a key driver in achieving IAF's mission and legacy and developing a forward strategy ongoing.

APPENDIX 2: CURRENT STAFFING STRUCTURE, SEPTEMBER 2023



APPENDIX 3: BOARD OF EXECUTIVE DIRECTORS, September 2023

NAME	FUNCTION	WORK EXPERIENCE/SKILLS
Joanne Heyworth	Chair	HR Consultant. Former Head of Human Resources (HR) at Trinity College, Calderdale and Human Resources Officer at Arts Council England.
John O'Dwyer	Vice Chair	Project Manager, Caring Together in Woodhouse and Little London, Leeds.
Kieron Mulloy	Treasurer	Chartered Management Accountant.
Dr Patrick Bourne	Director	Assistant Community Curator, Abbey House Museum and Kirkstall Abbey, Leeds.
Oliver Engley	Director	Design Consultant.
Tara McStay	Director	Head teacher at a local primary school.
Sean Stowell	Director	TV researcher and producer of The Politics Show at BBC Television in Leeds.