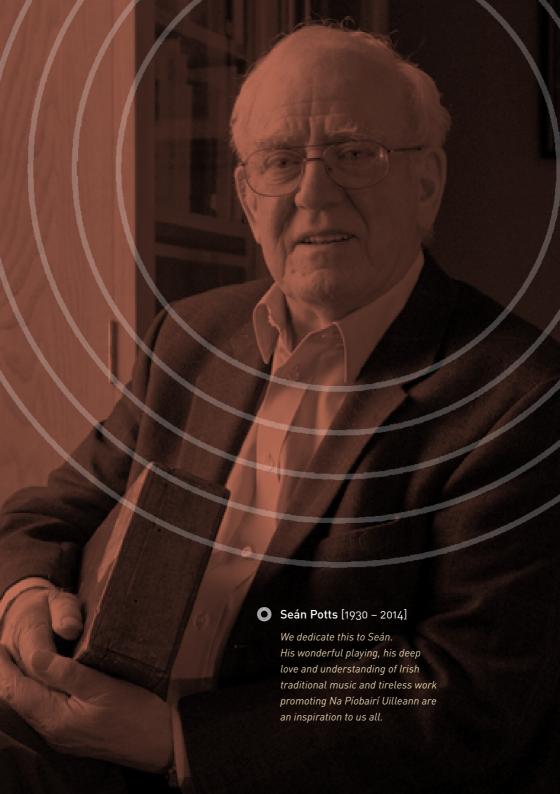


STRATEGY 2014-2018



CONTENTS

- 01_INTRODUCTION
- 02_MAJOR ACHIEVEMENTS
- 03_VISION AND MISSION
- 04_STRATEGIC INTENT
- 05_VALUES AND GOVERNANCE
- **06_**FUNDRAISING STRATEGY
- **07_**INFORMATION TECHNOLOGY STRATEGY

O1_INTRODUCTION

Since the foundation of Na Píobairí Uilleann in 1968, the Irish pipes have experienced an extraordinary renaissance – uilleann piping has developed into a major global phenomenon with thousands of players worldwide, and demand for instruments and tuition continues to grow.

Na Píobairí Uilleann now provides a wide range of services in over 40 countries to a hugely varied global demographic including young people, men and women of all ages and nationalities, people with visual and other disabilities, settled and travelling people and people with different religious and social backgrounds.

Our previous strategy, published in 2006, served us well and we are extremely proud of our track record and our many significant achievements over the last number of years, including establishment of a dedicated pipemaking training facility and a full-time pipemaking training programme, completion of the restoration of 15 Henrietta Street and launch of our online digital resource, Source. Now, as we move towards the 50th anniversary of the foundation of Na Píobairí Uilleann, we look to shape the direction of our organization over the coming years.

Our goals for 2014-2018 are ambitious, however we are mindful of prevailing economic realities and have framed our objectives within realistic financial constraints. Over the last number of years we have continued to strengthen our commitment to good governance, including publication of our Audited Accounts and Annual Report in the public domain. Our Board conducted a thorough governance review with leading specialists in the Not-for-Profit sector and we undertook a review of our Memorandum and Articles of Association.

Feedback from several member surveys, including a number specifically on pipemaking, has been instrumental in the formulation of this strategy document. Thank you to our membership for its continued support. Thanks are due also to our Board and Staff – their dedication has been a key factor in our success and their input into the strategy review has been invaluable. We have also consulted widely with other key stakeholders and framed our plans within

the context of the wider arts community including the Arts Council, **Developing** the Arts – Arts Council Strategic Statement (November 2013).

The funding that we receive from The Arts Council/An Chomhairle Ealaíon, and the support of the Council members and staff, is vital to our continued progress and we would like to thank them on behalf of the members, friends and supporters of NPU throughout the world.

There can be little doubt that the unique sound of the Irish uilleann pipes is the iconic sound of Ireland. Our strategy, which will shape our direction, is therefore straightforward and clear – Sharing the Sound of Ireland through Access, Education, Performance and Preservation. We underpin this with excellence in values, governance and processes.

We look forward to sharing the sound of Ireland with you over the coming years.

Gay McKeon CEO

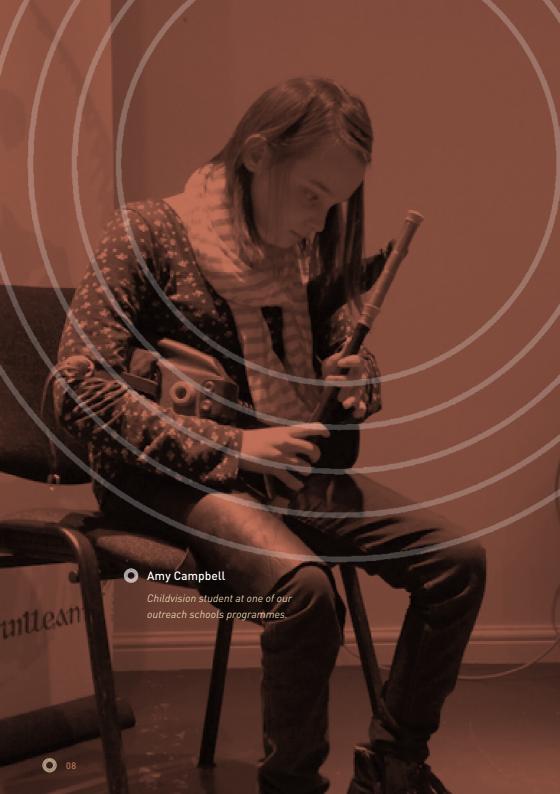
Tommy Keane Chairman

02_MAJOR ACHIEVEMENTS

Some of the significant milestones achieved since publication of our previous strategy in 2006 include:

- Completed the restoration of 15 Henrietta Street.
- Published a report on pipemaking and established a full-time pipemaking training programme at our dedicated Pipecraft Training Centre. To date over 130 people have availed of full or part-time training.
- Hosted regular reedmaking tuition, full-time summer courses and master classes.
- In addition to our regular tuition we established outreach teaching programmes both in and out of school.
- Launched Source as an online digital resource and published over 20,000 items including over 3,000 video recordings.
- Appointed a Pipemaking Training Supervisor and Head of Development for fundraising.
- Created public access to our physical archive in Henrietta Street, hosted a regular visitor programme and facilitated public access to over 3,000 visitors on Culture Night.
- Published The Dance Music of Séamus Ennis.
- Transcribed and published online over 30 notable collections, incorporating some 3,000 pieces of music.
- Hosted over 90 public recitals and 8 major showcase concerts with over 400 leading traditional artists.
- Toured with Piperlink in Ireland and the USA.
- Photographed and published detailed images of classic instruments.
- Received the TG4 Gradam Ceoil award in 2013.

- Held an annual fundraising sponsored cycle.
- Filmed, edited and published over 50 hours of footage documenting the methods of leading pipemakers.
- Provided facilities and support for many Traditional Arts groups and events.
- Conducted a governance review and review of Memorandum and Articles of Association.
- Published Audited Accounts and Annual Reports in the public domain.
- Supported regional piping events in Canada, England, Ireland, New Zealand, Spain, the USA and Wales.
- Established International Uilleann Piping Day as a major global celebration of the instrument.
- Published the educational resource, *Pipe Up*, with an estimated reach of over 16,000 young people.
- Filmed and published over 70 online tutor videos.
- Filmed and published solo piping CDs and DVDs including 6 volumes of *Piper's Choice* featuring leading exponents.
- Awarded over 40 piping and pipemaking scholarships to aspiring young players and makers.
- Measured and published details of classic sets of pipes.



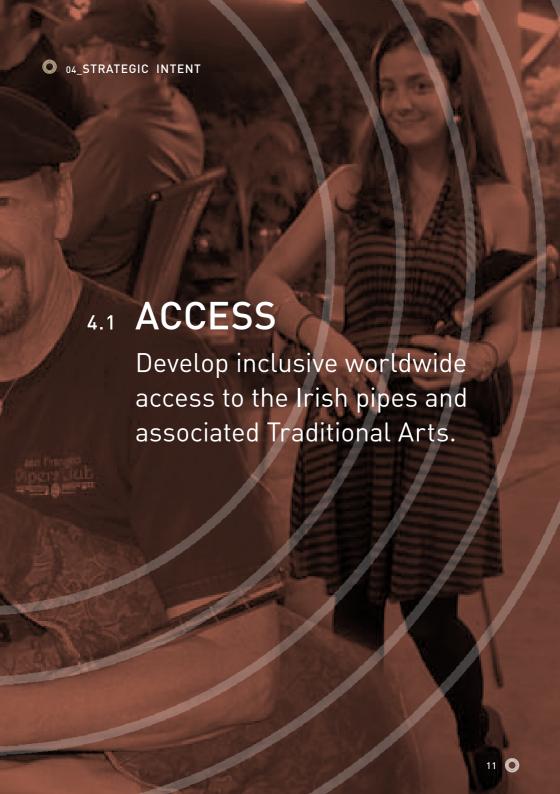
VISION

Realise the potential to enrich the lives of people worldwide through the music and culture of the Irish uilleann pipes.

MISSION

Share the sound of Ireland through Access, Education, Performance and Preservation, delivered by excellence in values, governance and processes.





O 04 STRATEGIC INTENT | ACCESS GOALS

- 4.1.1 Create an International Uilleann Piping Centre and Theatre at 16 Henrietta Street.
- 4.1.2 Create access to uilleann piping tuition in additional locations each year.
- 4.1.3 Remove social, physical and other barriers to access by providing instruments to young people through our Pipes On Loan scheme.
- 4.1.4 Host and promote a continuous regular series of public recitals and events for uilleann piping and Traditional Arts.
- 4.1.5 Develop and publish an App for mobile devices to expand audiences for uilleann piping and Traditional Arts worldwide.
- 4.1.6 Promote access to Traditional Arts for children and young people both in and out of school through a regular series of events and outreach programmes.
- 4.1.7 Establish an International Summer course in Irish traditional arts.
- 4.1.8 Create structured access to notable instruments in our archive for performance and research purposes and publish recordings and findings.
- 4.1.9 Host an annual International Uilleann Piping Day event to promote global awareness.
- **4.1.10** Promote excellence and facilitate access to quality instruments and reeds through pipemaking training and professional development for pipemakers.

- **4.1.11** Facilitate research to develop access to good quality, low-cost, entry level instruments.
- **4.1.12** Provide access to recordings and instrument maintenance materials through our web shop.
- 4.1.13 Research, develop and publish sources for pipemaking and reedmaking equipment and materials.
- **4.1.14** Collaborate with national public events to stimulate public interest and allow a wide range of people to experience the uilleann pipes.
- 4.1.15 Create an online hub for promotion of all aspects of Traditional Arts.
- 4.1.16 Create additional access opportunities through regional 'Try the Pipes' events.
- **4.1.17** Expand our online resources through provision of access to educational and developmental material.
- **4.1.18** Provide access to facilities for traditional artists, arts and community groups.
- 4.1.19 Develop and broaden the demographic scope of audiences by providing a regular visitor programme at Henrietta Street including lunchtime recitals.
- 4.1.20 Develop and broaden the demographic scope of audiences through best practice in social media.





O 04_STRATEGIC INTENT | EDUCATION GOALS

- **4.2.1** Promote excellence through a regular structured educational programme.
- 4.2.2 Maintain a continuous pipemaking training programme.
- 4.2.3 Foster self-sustaining clusters of uilleann pipers in additional locations each year to build a critical mass of competent players supported by increased teaching resources.
- 4.2.4 Promote and de-mystify reedmaking through regular classes, resources and tutorials to encourage more pipers to make reeds.
- 4.2.5 Publish a comprehensive guide to pipe and reed maintenance.
- 4.2.6 Record and publish a regular programme of online piping tutorials.
- 4.2.7 Create regular forums to promote professional development, collaboration and exchange of knowledge amongst pipemakers.
- **4.2.8** Promote excellence in young players through an annual scholarship programme.
- 4.2.9 Develop and publish an App for mobile devices for pipemaking.
- **4.2.10** Expand pipemaking training to include up-skilling, internships, short and evening courses.
- 4.2.11 Host an annual Tionól as a mentoring, learning and performance environment for pipers and pipemakers.

- 4.2.12 Develop and publish online resources for piping teachers.
- 4.2.13 Publish Pipe Up as an online educational resource.
- 4.2.14 Host and broadcast a regular lecture/performance series promoting all aspects of Traditional Arts.
- 4.2.15 Promote ongoing research on pipemaking including measuring and publishing of information.
- 4.2.16 Re-issue an updated series of The Art of Uilleann Piping.
- 4.2.17 Develop mentoring and learning opportunities for pipers and pipemakers through regional Tionóil.
- 4.2.18 Collaborate with a production company to create a comprehensive film documentary on the history of the uilleann pipes, and an associated book.





O4_STRATEGIC INTENT | 4.3 PERFORMANCE GOALS

- 4.3.1 Create performance opportunities through a regular monthly Session with the Pipers public recital series and an annual Ace & Deuce of Piping showcase concert.
- 4.3.2 Host two annual commemorative events showcasing uilleann piping.
- **4.3.3** Create performance opportunities for young musicians through a regular youth programme.
- 4.3.4 Develop new performance opportunities through regional Tionóil.
- **4.3.5** Promote excellence by recording and publishing performances from our events through **Source**.
- **4.3.6** Develop a structure and hub to publish recordings from piping events worldwide.
- 4.3.7 Publish themed recordings to promote a broad range of uilleann piping.
- 4.3.8 Create mentoring resources to develop artistic practice in performance including technical setup.
- 4.3.9 Issue new recordings of a broad range of solo players across a variety of media.
- **4.3.10** Develop artistic practice in young players by regularly recording and showcasing young pipers on the web site.
- **4.3.11** Create performance opportunities as part of a regular visitor programme in Henrietta Street.







O4_STRATEGIC INTENT | 4.4 PRESERVATION GOALS

- 4.4.1 Research and actively collect materials associated with the Irish pipes.
- 4.4.2 Approve and publish an Archive Policy document.
- 4.4.3 Create an online resource database for a wide range of instruments, reeds and reamers.
- 4.4.4 Record and publish piping performances from Scoil Samhraidh Willie Clancy.
- 4.4.5 Publish An Píobaire as a regular resource for pipers.
- 4.4.6 Research and publish the music and history of uilleann piping to develop a comprehensive archive.
- 4.4.7 Identify, measure, photograph and publish technical data on notable sets of pipes.
- 4.4.8 Identify, collect and transcribe the music of notable pipers.
- 4.4.9 Digitize and issue legacy material from our archive.
- **4.4.10** Collect and publish additional archive material from third party sources.
- 4.4.11 Collect and publish field recordings and interviews with notable players.
- 4.4.12 Create an inventory of notable music collections and arrange digitization and publication.

- 4.4.13 Create a maintenance and conservation plan for 15 Henrietta Street.
- **4.4.14** Build a collection of master reamers based on classic sets and provide structured access for research.
- **4.4.15** Ensure longevity of the digital archive through maintenance and development of the IT infrastructure.
- **4.4.16** Expand the collection of pipes in the archive with other notable instruments and create a usage plan for each.
- **4.4.17** Create a museum-standard facility and secure agreements for curation of an expanded collection of instruments.



05_ VALUES AND GOVERNANCE

5.1 Implement The Governance Code for the Community, Voluntary and Charitable Sector in Ireland http://www.governancecode.ie/

Na Píobairí Uilleann has also published online the NPU Corporate Governance Statement.

We commit to continuing to adopting the use of SORP 2005 in the preparation of our financial statements.

- 5.2 Subscribe to the ICTR Statement of Guiding Principles for Fundraising - http://www.ictr.ie/
- **5.3** Promote equality and inclusiveness in all activities.
- 5.4 Maintain enlightened and equitable terms and conditions in engaging with all artists.
- 5.5 Maintain good financial management and budgeting and publish audited accounts and report annually.
- 5.6 Maintain an annual cycle of policy reviews in respect of Governance, Child Protection, Risk Assessment and Environmental Health and Safety.
- 5.7 Develop a strategy to increase the use of the Irish language in the day to day operations of Na Píobairí Uilleann.
- **5.8** Maintain Information Technology systems to support the work of the organization including quarterly disaster and continuity audits.
- 5.9 Implement a formal certification to promote excellence in relation to process and people development.
- **5.10** Conduct and publish member surveys during the period covered by the strategy to monitor progress and inform future strategy.
- 5.11 Promote ecologically responsible practice in all activities.
- 5.12 Maintain an open and transparent approach to decision-making.

Fundraising Strategy

VISION

Establish Na Píobairí Uilleann as a leading organization for prospective donors wishing to invest in Irish Traditional Arts.

MISSION O

Build valued long term relationships with funding partners to create an International Uilleann Piping Centre and Theatre and a sustainable range of expanded services.

O6_FUNDRAISING STRATEGY

6.1 Secure €5.08m capital funding to realize the design for no. 16 Henrietta Street, based on the Dublin City Council plan for the site, to create an International Uilleann Piping Centre and Theatre within the next five years over the following three phases:

Phase 1 – Shell & Core – raise €2.6m for completion of the entire external shell of both number 16 and the Theatre and key internal core works.

Phase 2 - Fit Out of Theatre - raise €1m for completion of the fit out of the Theatre.

Phase 3 - Fit Out of International Uilleann Piping Centre - raise €1.48m for completion of fit out of a Visitor Centre, Museum & Archive, Pipemaking Training Facility and Exhibition and Teaching space.

- 6.2 Deliver revenue funding to deploy full time uilleann pipe teachers over the next three years to help re-embed uilleann piping throughout the country and facilitate tuition worldwide.
- 6.3 Develop a sustainable fund raising resource within NPU to cover ongoing administration costs and to develop additional programmes and services.

Information Technology Strategy

VISION

Serve the ongoing needs of members, customers, staff and other stakeholders through deployment of efficient, reliable and cost effective technology solutions.

MISSION

Provide an integrated online platform to allow members, customers, subscribers and audiences worldwide to connect and interact with NPU in order to access the database of digital content and other products and services.

Provide operational continuity and reliable and efficient back office systems to support the mission of NPU.

O7_INFORMATION TECHNOLOGY STRATEGY_GOALS

- 7.1 Implement a Contact Management System (CRM).
- 7.2 Develop, test and deploy an integrated web platform providing a single online point of reference for members to update and manage contact, membership and renewal details.
- 7.3 Create additional revenue by allowing non-member subscribers to access digital archive content on the web.
- 7.4 Deploy an updated web shop fully integrated to the financial systems.
- 7.5 Develop and deploy a mobile App for Pipemaking and Source.
- 7.6 Implement a reliable and workable off-site backup solution.
- 7.7 Maintain quarterly Disaster Recovery audits.
- 7.8 Integrate CRM with web platform to replace existing membership system and provide improved contact and case management.
- 7.9 Deploy an App for publication of An Píobaire online.
- 7.10 Upgrade back office accounts system to provide tighter integration, improved systems support and to further consolidate and reduce the number of servers.
- 7.11 Continue to Invest in I.T. and build on the integrated platform to provide an expanded range of services to members and subscribers.



Na Píobairí Uilleann (NPU), the Society of Uilleann Pipers, was founded by pipers in 1968, with the aim of protecting a threatened art form. Now, forty-six years later, NPU is a thriving arts organization with thousands of members, dedicated to servicing the aims and needs of uilleann pipers worldwide. It is the vision of NPU to enrich the lives of people worldwide through the music and culture of the Irish pipes and establish the music of the uilleann pipes as a major art form around the world in the 21st century. Since unveiling its restored Georgian premises at 15 Henrietta Street, Dublin, in January 2007, NPU has been busy catering for the expanding demand for regular tuition as well as releasing a number of significant publications and recordings. With demand for pipes considerably exceeding supply, a dedicated training centre - Pipecraft - has been established to deliver training in the very highly skilled craft of uilleann pipemaking. NPU's commitment to tuition continues to grow, both on a weekly basis at its premises, and internationally, along with its public performance programme.

NPU also maintains a significant online presence. Source, our web-based piping and traditional music resource, makes available our accumulated training, tutorial and archive materials to lovers of Irish music around the world.

Na Píobairí Uilleann's primary funding agencies include the Department of Arts, Heritage and the Gaeltacht, The Arts Council/An Chomhairle Ealaíon and **Dublin City Council**

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