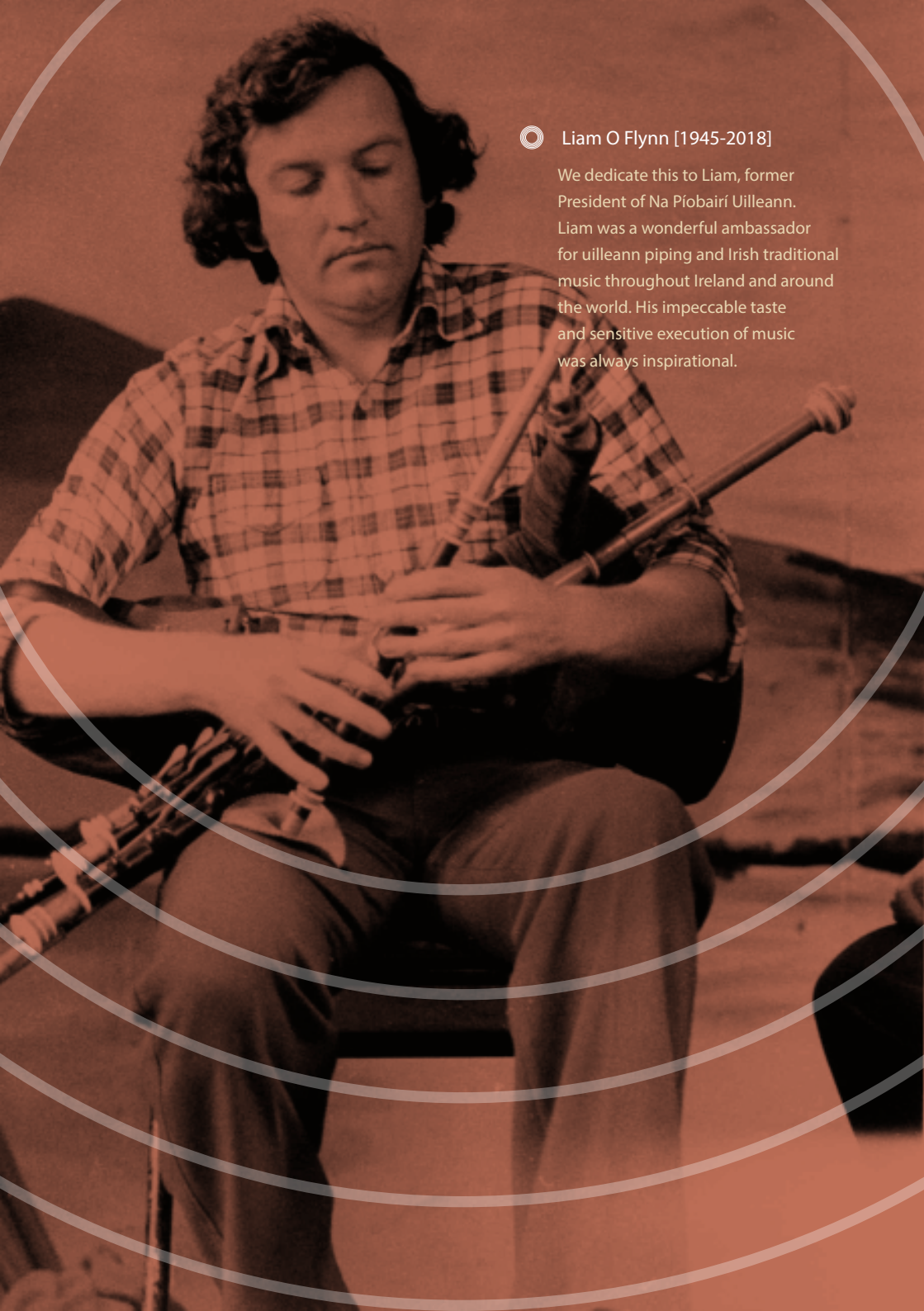




STRATEGY 2019-2021



● Liam O'Flynn [1945-2018]

We dedicate this to Liam, former President of Na Píobairí Uilleann. Liam was a wonderful ambassador for uilleann piping and Irish traditional music throughout Ireland and around the world. His impeccable taste and sensitive execution of music was always inspirational.

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01_BACKGROUND AND HISTORY

This organisational strategy is a rolling blueprint for growth based on the achievements of Na Píobairí Uilleann over the past fifty years and the opportunities resulting from UNESCO recognition for uilleann piping.

Introduction

Since the foundation of Na Píobairí Uilleann in 1968, the uilleann 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 continuing to grow.

Now, as we move beyond the 50th anniversary of the foundation of Na Píobairí Uilleann, we look to shape the direction of our organisation for the future.

Na Píobairí Uilleann provides a wide range of services in over 40 countries to a hugely varied global demographic including people of all ages and nationalities, different religious and social backgrounds, people with visual impairment and other disabilities and people from the travelling community.

Our previous organisational strategies, published in 2006, 2011 and 2014, have served us well. We are proud of our track record and our many achievements over recent years. The inclusion by UNESCO of uilleann piping on the Representative List of Intangible Cultural Heritage of Humanity, also the issue by An Post of a commemorative 50th anniversary postage stamp, demonstrates recognition by third parties of the work and achievements of NPU. We have seen the establishment of a dedicated pipe making training facility, the expansion of our piping tuition programme throughout Ireland, the completion of the restoration of 15 Henrietta Street and the launch of our online digital resource. These achievements demonstrate our ability to continually deliver on our vision, mission and stated goals.

Our objectives for 2019-2021 reflect the opportunities resulting from the increased awareness of, and interest in, uilleann piping worldwide as a result of UNESCO recognition which was achieved in no small part through NPU's efforts. In order

to capitalise on this unique opportunity to promote uilleann piping, increased resources are now required to fulfill our ambitions for the traditional arts. Our early adoption of many initiatives relating to governance, including the Governance Code and SORP accounting practices, has strengthened our ability to deliver excellence in all areas of our activities. Our ability to engage in fundraising activities has been enhanced by our participation in the Arts Council/An Comhairle Ealaíon RAISE programme.

We have developed this new strategy by following a rigorous strategic roadmap. The process has been informed by regular member surveys, feedback from third party organisations and workshops involving a diverse group of stakeholders facilitated by experienced professional consultants.

We thank the members of NPU for their continued support. Thanks also to our Board and staff: their dedication has been a key factor in our success, also their enthusiastic input into the development of our new strategy has been invaluable. We have framed our plans within the context of the wider arts community including the Arts Council / An Comhairle Ealaíon Strategy 2016-2025, Making Great Art Work.

There can be no doubt that the unique sound of the uilleann pipes is the iconic sound of Ireland. This strategy, which will shape our direction, is therefore straightforward and clear – Sharing the Sound of Ireland through Access, Education, Performance and Preservation underpinned by excellence in values, governance and processes.

We, along with all stakeholders, look forward to implementing this new strategy in order to enrich the lives of people worldwide through the music and culture of the uilleann pipes.




Gay McKeon
CEO



Noel Pocock
Chairman





© Eoin Orr
performing at
IUPD Derry 2018



○ Claire Fennell

at the launch of
A New Harvest
- a recording of
young pipers



02_MAJOR ACHIEVEMENTS 2014 – 2018

Some of the significant milestones achieved since publication of our previous strategy in 2014 include:

Recognition:

- UNESCO's inclusion of uilleann piping on its Representative List of Intangible Cultural Heritage of Humanity
- An Post issued a commemorative stamp marking the 50th anniversary of the founding of NPU
- A celebration of uilleann piping was hosted by Michael D Higgins at Áras An Uachtaráin
- Documentary on NPU broadcast on TG4, Ireland's national Irish language television broadcaster

Access:

- Established outreach teaching in 16 locations throughout Ireland
- Held 'Try the Pipes' sessions in over 50 locations throughout Ireland
- Made all online archival material freely available
- Increased our pipes on loan inventory by 40 to a total of 130 instruments

Performance:

- In the five year period we hosted over 300 public recitals, 100 major showcase concerts with 400 individual artists and 2,500 performances
- Published "A New Harvest" compilation CD of young pipers
- Held Sound of Ireland concert in the Abbey Theatre in January 2018

Preservation:

- Developed International Uilleann Piping Day as a major global celebration of the instrument
- Hosted, filmed, edited and published the monthly lecture and performance series Notes and Narratives and Session with the Pipers
- Measured and published details of classic sets of pipes

Education:

- Commenced the provision of a third level course in conjunction with Ballyfermot College of Further Education to deliver an accredited diploma in instrument making
- Awarded a total of 30 piping and pipemaking scholarships to aspiring young players and makers
- Published Tunes for the Irish Pipes and The Piper's Choice Music Collection books
- Published 5 volumes of the Pipers Choice DVD series

Governance:

- Registered with the Governance Code and adopted the Compliance Statement of Guiding Principles for Fundraising
- Adopted an artistic policy
- The Board members of Na Píobairí Uilleann , with the assistance of "The Arts Council / An Chomhairle Ealaíon", successfully completed an Introduction to Corporate Governance for Directors of Boards

Fundraising:

- Completed rebranding of NPU



03_PURPOSE, VISION, MISSION AND VALUES

Purpose

To promote the playing and making of the uilleann pipes and the traditional arts in general

Vision

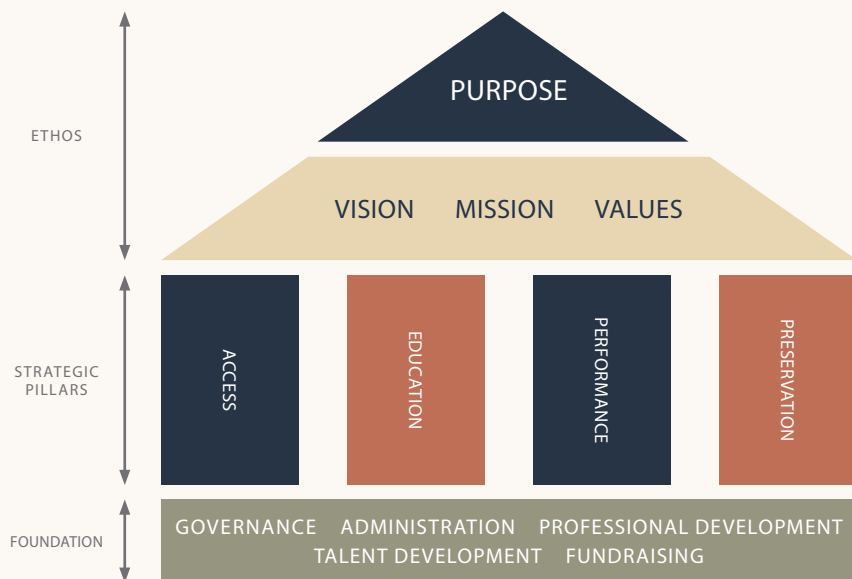
Realise the potential for enriching the lives of people worldwide through sharing the music and culture of the uilleann pipes

Mission

Share the sound of Ireland through Access, Education, Performance and Preservation, underpinned by a clearly defined Artistic Policy and excellence in values, governance and processes

Values

- Apply unyielding integrity in everything we do
- Open and transparent approach
- Teamwork
- Equality and inclusion for all in the traditional arts



○ Pamela Schweblin,
Mickey Dunne and
Sergio Gonzalez

IUPD in Argentina

4.1 ACCESS

Widening and diversifying
the audience for uilleann
piping and the traditional
arts globally.

○ Gay McKeon, Finbar Furey,
Alexander Suarez Mendez
and Rosalia Acosta Corrales

playing at Willie Clancy's graveside,
Miltown Malbay

Goals

- 4.1.1. Establish and support uilleann piping tuition in 22 locations
- 4.1.2. Make 40 additional practice sets of pipes available on loan so that 170 sets in total are available
- 4.1.3. Continue to develop an integrated online platform to allow members, customers and audiences worldwide to connect and interact with NPU in order to access digital content and other products and services

Core Activities

- 4.1.4. Create additional access opportunities nationally and internationally through up to 20 annual 'Try the Pipes' events
- 4.1.5. Promote excellence by recording and publishing performances from events through our online Archive
- 4.1.6. Host an annual International Uilleann Piping Day event to promote global awareness
- 4.1.7. Provide a comprehensive inventory of products to pipers and pipemakers through our online shop
- 4.1.8. Develop and broaden the demographic scope of audiences by providing regular visitor programmes at Henrietta Street including weekly lunch-time recitals
- 4.1.9. Promote excellence and facilitate access to quality instruments and reeds through pipemaking training and professional development for pipemakers
- 4.1.10. Research, develop and publish sources for pipemaking and reedmaking equipment and materials
- 4.1.11. Deliver a pilot NPU directly-managed piping tuition programme in the Midlands
- 4.1.12. Continue to develop piping tuition provision via online platforms



○ Training session
at our PipeCraft
Training Centre

4.2 Education

Increase, improve and share the body and depth of knowledge of uilleann piping, pipemaking, reedmaking and the traditional arts.

○ Tara Connaghan
student of pipemaking
course at PipeCraft

04_STRATEGIC PILLARS |4.2 EDUCATION

Goals

- 4.2.1. Provide a global piping teacher development programme and compile comprehensive teaching resources to provide training for 45 new teachers of uilleann pipes
- 4.2.2. Codify key skills for playing the basics on the uilleann pipes
- 4.2.3. Codify key skills, processes and resources required to make uilleann pipes

Core Activities

- 4.2.4. Through partnerships create sustainable uilleann piping tuition in 2 additional locations each year
- 4.2.5. Record and publish 6 additional online piping tutorials each year
- 4.2.6. Promote excellence among young players by awarding up to 15 annual scholarships for piping and pipemaking
- 4.2.7. Host an annual Tionól as a mentoring, learning and performance environment for pipers and pipemakers
- 4.2.8. Promote reedmaking through 30 annual classes, resources and tutorials to encourage more pipers to make reeds
- 4.2.9. Publish a comprehensive guide for pipe and reed maintenance
- 4.2.10. Maintain a continuous pipemaking training programme with 20 new students each year
- 4.2.11. Generate and provide technical drawings, data and information on production methods to existing and emerging pipemakers
- 4.2.12. Conduct research articles on pipemaking and publish the findings
- 4.2.13. Provide tuition and event programming support for Scoil Samhraidh Willie Clancy



◎ Peter Browne
playing at The Ace
and Deuce of Piping
concert

4.3 Performance

Create performance
opportunities for uilleann
piping and the traditional arts
throughout the world

◎ Seamus Ong and Maitiú Ó Casaide
at Liberty Hall Theatre

04_STRATEGIC PILLARS |4.3 PERFORMANCE

Goals

- 4.3.1. Provide performance opportunities for over 600 artists and performers in 22 locations by developing partnerships with third party organisations including arts centres and Music Generation

Core Activities

- 4.3.2. Provide performance opportunities through the monthly Session with the Pipers public recital series and the annual Ace and Deuce of Piping showcase concert
- 4.3.3. Host Breandán Breathnach and Leo Rowsome annual commemorative events showcasing uilleann piping through recitals and lectures
- 4.3.4. Host and broadcast 12 Notes and Narratives lecture/performance events annually, promoting all aspects of the traditional arts
- 4.3.5. Create performance opportunities for young musicians through 12 annual Ceol sa Chlub events
- 4.3.6. Expand Pipers Chair performance opportunities to include focused theme/ tune type /competency for adults and children
- 4.3.7. Develop new performance opportunities through regional Tionóil worldwide
- 4.3.8. Collaborate on provision of public events through partnerships with national event organisers, organisations and venues to stimulate public interest and allow a wide range of people to experience the uilleann pipes



4.4 Preservation

Preserve and share the rich heritage of uilleann piping by promoting our online portal to users.

Michael Egan

pipes pitched in C
c.1850



● Maurice Coyne
pipes made in Dublin
c.1840

04_STRATEGIC PILLARS |4.4 PRESERVATION

Goal

- 4.4.1. Publish 3 DVDs in the Piper's Choice DVD series featuring 9 pipers
- 4.4.2. Publish Music for the Irish Pipes, Volume 2
- 4.4.3. Digitize recordings of all NPU events each year and share online via our archive resource
- 4.4.4. Publish two commercial recordings one of a contemporary piper and one from archival recordings.

Core Activities

- 4.4.5. Publish An Píobaire as a regular resource for pipers and make it available in a digital format
- 4.4.6. Research and actively collect materials associated with the uilleann pipes
- 4.4.7. Digitize and issue legacy material from our archive
- 4.4.8. Promote awareness of the extent of the holdings within the NPU archive in order to encourage usage
- 4.4.9. Provide digital library index of available archive material
- 4.4.10. Ensure longevity of the digital archive through maintenance and development of IT infrastructure
- 4.4.11. Collect and publish field recordings and interviews with notable players worldwide
- 4.4.12. Record and publish piping performances from Scoil Samhraidh Willie Clancy
- 4.4.13. Collect and publish additional archive material from third party sources
- 4.4.14. Digitize and publish an inventory of notable music collections

- 4.4.15. Expand the collection of uilleann pipes in the archive with historic piping artefacts and provide structured access for research
- 4.4.16. Identify, measure, photograph and publish technical data on notable sets of uilleann pipes
- 4.4.17. Interview and record early members on the history of the organisation
- 4.4.18. Integrate archive resources into our marketing activities to increase awareness of NPU programs and archive assets in order to increase usage



5.1 OPERATIONS

The platform from which we apply our values and achieve our vision, mission and goals is as follows:

05_OPERATIONS

- 5.1.1. Develop staff competencies required to deliver on our organisational strategy, arts plans and address succession planning
- 5.1.2. Implement the use of Key Performance Indicators (KPI) to monitor performance against stated goals and objectives
- 5.1.3. Adopt LEAN mindset and methodologies as a means for removing waste and inefficiencies from all of our operational processes.
- 5.1.4. Maintain IT systems to support the work of the organisation including quarterly disaster recovery and continuity audits



6.1 GOVERNANCE

Governance supports delivery of our objectives as follows:

06_OPERATIONS

- 6.1.1. Continue to apply best practice in relation to rotation of Board members
- 6.1.2. Maintain effective financial management processes and reporting, including prudent budgeting and publish audited statutory accounts compliant with SORP 102
- 6.1.3. Prepare monthly financial accounts
- 6.1.4. Hold at least 5 board meetings annually
- 6.1.5. Maintain an annual cycle of policy reviews in respect of Governance, Child Protection, Operational Risk , Environmental Health and Safety Archive, Internal Control Policies, Communications, Complaints and Volunteering
- 6.1.6. Continue to apply The Governance Code for the Community, Voluntary and Charitable Sector in Ireland
- 6.1.7. Continue to subscribe to the Fundraising Codes of Good Practice
- 6.1.8. Conduct and publish member surveys every two years to monitor progress and inform future strategy
- 6.1.9. Conduct regular reviews of progress against stated organisation strategy goals and KPIs



taking part in our annual sponsored
cycle to Miltown Malbay

7.1 FUNDRAISING

taking part in our Piping Marathon
fundraising event

07_FUNDRAISING

Goals

- 7.1.1. Raise €223,000 over the three year period of this strategy for projects and capital infrastructure. Projects requiring funding include additional instruments for our pipes on loan program, increased piping tuition locations, provision of piping teacher and pipemaking training and the provision of additional student scholarships
- 7.1.2. Create an operational plan for NPU's various fundraising income streams with targeted annual amounts
- 7.1.3. Build valued long-term relationships with funding partners to create a sustainable stream of funding to facilitate the expansion of services
- 7.1.4. Expand & promote "Friends of Na Píobairí Uilleann" and endowment initiatives

All Figure in €000's

Fundraising Requirement incl membership	2019	2020	2021	Total
New Tuition locations	10	18	25	53
New sets of pipes on loan	15	15	15	45
Try the pipes events	4	4	4	12
New teacher development	5	5	5	15
Additional scholarships	3	3	4	10
Other Capital Expenditure	28	39	21	88
Total	65	74	64	223



8.1 ABOUT NA PÍOBAIRÍ UILLEANN

Deirdre Leech

at the launch of NPU 50th
anniversary stamp in the GPO



Na Píobairí Uilleann (NPU, the Society of Uilleann Pipers) was founded by uilleann pipers in 1968 in order to promote the uilleann pipes and its music, both products of Irish tradition and inspiration. In 1968 there were only an estimated 100 players of the instrument, with approximately half of those based in Ireland and the remainder spread across the world. Today NPU is a thriving arts organisation dedicated to Sharing the Sound of Ireland through Access, Education, Performance and Preservation, delivered through the organisation's commitment to excellence in values, governance and processes.

Since 1979 NPU has been based in Dublin's Henrietta Street, establishing a centre for piping and the other traditional arts with a focus on the study and practice of uilleann piping. NPU's pipemaking training centre, PipeCraft, opened in 2011 providing courses in uilleann pipe making. NPU provide a regular programme of piping tuition, pipemaking tuition, music performances and publications, with a dedicated website for uilleann pipers and traditional music lovers in Ireland and worldwide.

Na Píobairí Uilleann's primary funding agencies include the Arts Council/An Comhairle Ealaíon, The Department of Culture, Heritage and the Gaeltacht

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Phone: +353-1-8730093

Email: info@pipers.ie

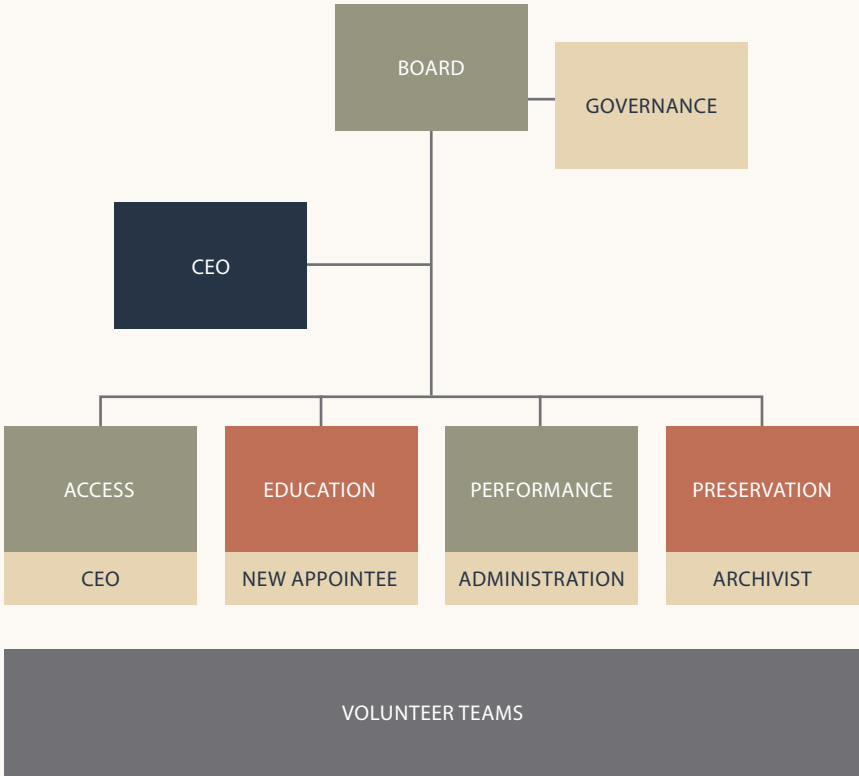
Website: www.pipers.ie

Facebook: www.facebook.com/napiobairiuilleann

Twitter: www.twitter.com/napiobairi



ORGANISATIONAL CHART





Máire Ní Ghráda

performing at the Sound of Ireland
concert in the Abbey Theatre

9.1 APPENDICES




Key Performance Indicators (KPIs)

	2019	2020	2021
Access			
Number of piping tuition locations	18	20	22
Number of sets of pipes available to loan	145	155	170
Number of try the pipes events	10	15	20
Education			
Total piping tutorials available on pipers.ie	80	90	100
Additional number of piping teachers trained	15	30	45
Scholarships awarded	10	12	15
Number of pipemaking training days* students	500	600	700
Number of reedmaking training days * students	170	200	230
Performance			
Number of public performance events held	70	80	90
Number of individual artists engaged	560	610	670
Preservation			
Number of publications	3	2	2
Video uploads to pipers.ie	340	370	400
Fundraising			
Funds required incl membership	70,000	87,000	104,000

Financials

All figures in €000's	2019	2020	2021	Total
Grant Income	415	430	435	1280
Core Income Incl Membership	65	67	70	202
Project Income	80	83	86	249
Additional Fundraising Requirement	27	49	66	142
Total Income	587	629	657	1873
Core Expenditure	382	397	413	1192
Project Expenditure	196	204	212	612
Capital Expenditure	48	54	31	133
Total Expenditure	626	655	656	1937
Net Expenditure	-39	-26	1	-64
Opening Cash	233	194	168	
Closing Cash	194	168	169	





Mark Redmond
demonstrates at a
Try the Pipes event
in Wexford



ers.ie

● Niamh Landale

playing at NPU end
of term recital

 www.pipers.ie


the arts
council
ealaíon

funding

traditional arts

artscouncil.ie