



**AUDIENCE DEVELOPMENT
STRATEGY,
PROGRAMME & GUIDELINES**

2007 - 2009

December, 2006

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Foreword

This document outlines the Music Network Audience Development Strategy and Programme and Guidelines 2007 - 2009.

The necessity for an audience development strategy has been recognised by Music Network, partner promoters and artists for sometime. This strategy has been informed through research and consultation with a number of Music Network's partner promoters¹, other national music organisations² and relevant members of the Arts Council executive³. This research and consultation, along with examination of audience development approaches implemented by other international arts organisations, showed that developing audiences implies a number of possible interpretations. These interpretations include: attracting new and larger audiences to live music performances, augmenting the live music experience for current audiences and increasing the frequency of attendance by existing audiences. The Music Network audience development strategy aims to address each of these interpretations.

The success and development of high quality live classical, jazz and traditional Irish music performance is intrinsically linked with audience demand. Knowledgeable, informed audiences demand greater frequency and even greater standards of live music performance in their locality. It is important, then, to create a strategy that will engage audiences and provide mechanisms by which awareness and access are supplemented by opportunities to interact with the artist and the music. This strategy provides support to local promoters and to artists to enhance local conditions for the performance of live music while offering a genuine service to the audience member – current or potential – and other music organisations.

Music Network values its partnerships and strives to support each of these constituencies. Music Network's Audience Development Strategy addresses four of the organisation's key objectives:

- to build audiences for music, across a range of genres
- to foster and develop high quality concert promotion within Ireland
- to provide enhanced performance and professional development opportunities for highly skilled musicians within Ireland
- to encourage wider participation in and accessibility to music

The programme outlined in this document aims to benefit partner promoters, artists and audiences. Music Network anticipates that once the strategy and programme has been tried and tested, many promoters will be attracted to the programme. The training and experience offered to the artists as part of the Music Network programme will provide a vital pool of skills and resources that will also be accessible to other music organisations. Audiences will be offered a practical and interactive means of accessing classical, jazz and traditional Irish music in their locality. The intended result of this preliminary work, initially tested through pilot programmes, will be a useful instrument for other music organisations wishing to introduce an audience development programme.

¹ The following partner promoters contributed to this research: Briery Gap, Carlingford Lough Heritage Trust, Christchurch Cathedral, Waterford, Clifden Arts Society, Glór, Ionad Cultúrtha, Linenhall Arts Centre, Mermaid Arts Centre, Music for New Ross, Pavilion Theatre, Solstice Arts Centre, St. John's Theatre & Arts Centre, The Dock, The Source Arts Centre, and Tuar Ard. See Appendix B.

² Contemporary Music Centre, Improvised Music Company, Irish Association of Youth Orchestras, Irish Baroque Orchestra, National Chamber Choir, National Concert Hall, and RTÉ. See Appendix C for full list of contact details.

³ Fergus Sheil, Music Consultant; Liz Doherty, Traditional Arts Consultant and Jan Hinde, Arts Participation Programme Manager.

Context

Over the past 21 years, Music Network has been firmly established as the arts organisation with primary responsibility for developing music in Ireland. The organisation aims to make live classical, jazz and traditional Irish music of the highest quality available and accessible to everyone in the country, regardless of their location or circumstance, while supporting the career development of highly skilled Irish and international artists.

Music Network's partnerships with local promoters are central to the effective delivery of the organisation's primary aims and objectives. Music Network partner promoters include local community arts group wishing to improve accessibility to the arts in their locality; full time, professionally staffed arts centres; local authority arts officers and local arts festivals.

In order to augment the quality of the services provided by Music Network, it is imperative that the role of the promoter is supported and developed. This Audience Development Strategy and Programme forms part of a larger Promoter Development Programme that provides ongoing practical support and opportunities for promoters.

Through close partnership with local promoters, Music Network has identified the need for a cohesive and strategic approach to audience development. This document outlines the principle aims, outcomes, roles and structure that this programme will undertake from 2007 to 2009.

The implementation of the Music Network Audience Development Programme involves the key participation and support of promoters, artists, audiences and key workers/contacts and other music organisations and their respective contributions are acknowledged in the aims and anticipated outcomes of this document.

Music Network and Audiences

What is Audience Development?

Music Network views audience development as a cohesive concept to generate sustained and progressive audience awareness, attendance and appreciation of high quality live music performances.

Music Network has identified the three **key components** of audience development as:

- Marketing⁴
- Outreach
- Programming

Strategic, effective and innovative **marketing** will raise awareness of Music Network events locally and nationally. Increased awareness of live music performances will increase awareness of the profile of the artists involved, increase awareness of the significance of the programme and increase awareness of the quality of the musical performance. Assembling and maximising the use of data compiled by promoters to monitor audience attendance and tastes as well as offering audiences opportunities to evaluate the live music experience (e.g. audience surveys, written & verbal, suggestions boxes etc.), will be key to the workings of the marketing component.

Participative **outreach** work will provide current and potential audiences with greater access to classical, jazz and traditional Irish music. This key component will ensure the sustained progress of audience development. Engaging with the full demographic spectrum (including children, young people, adults, active retirement groups and members of Ireland's new Communities), the outreach component will communicate with potential audiences in an interactive, inclusive and engaging manner while augmenting the live music experience of current audiences with, for example, pre- and post concert discussions.

The **programming** component requires a two-fold approach: programming support to promoters and programming support to the artist.

Music Network aims to make strategic artistic contributions to the promoter's music programme so that this strategy supports local music development. To this end, programming assistance and support will be made available to partner promoters to assist with the preparation of a coherent concert season. This will include information on accessing appropriate artists from Music Network and other relevant sources.

Music Network encourages artists to consider artistic programming from a range of perspectives, including the promoter and the audience. Music Network also supports the continuing professional development of artists through a variety of initiatives, the most recent being the *Music Network Performance and Touring Award*. The aims of the award include the opportunity for Irish and Ireland-based artists to develop their skills in areas such as project planning and administration, self-promotion and self-management. Simultaneously, this award offers a new source of music programming to promoters, and in turn to audiences throughout Ireland.

⁴ The promotional aspect of marketing will form the particular focus of this approach.

Key roles in the Audience Development Strategy

The following bodies will have key roles in the implementation and development of the Audience Development Strategy:

- ***Music Network***

In consultation with the other Key stakeholders, Music Network has established the aims and expected outcomes of the audience development programme. With the support of Arts Council revenue funding, Music Network will manage and evaluate the implementation of the programme in adherence with the objectives of the strategy document.

- ***Promoters***

Promoters engaging with the audience development programme are provided with a developmental opportunity that is intended to increase promoter access to and engagement with current and potential audiences and, in the longer term, increase the size and frequency of audience attendance. This programme also offers promoters the opportunity to network with each other and to further develop the musical life of their community.

- ***Artists***

Artists working with the outreach component will be supported with practical training through the Music Network Continuing Professional Development Programme. The Audience Development Programme provides new opportunities for artists to engage with their audiences and to develop audience appreciation for their work and their music.

- ***Audience members***

This programme offers audience members – current and potential – the opportunity to engage with quality live music performance. This programme serves to complement Music Network's policy of enabling complete access to live music throughout Ireland.

- ***Key worker/contact***

The Key worker/contact is an individual who represents the Participant group working in an outreach setting. The Key worker/contact is often nominated by the group to fulfil this role or this role falls to them in their capacity as teacher, youth leader, careworker etc. The Key worker/contact will be offered training and access to resources to develop on the Participant group's achievements during the Audience Development Programme. Working with the partner promoter, and other relevant local resources (for example, the Local Authority Arts Office, Local Education Resource Centre, Community Development Programmes or Family Resource Agencies etc.) the Key worker/contact will be supported in order to sustain and develop the interest and progress of the participant group.

- ***External Evaluator***

An External Evaluator will monitor and evaluate the implementation of this strategy and programme during the pilot phase (January 2007 – August 2007). At strategic stages of the programme's operations and development, the External Evaluator will provide independent assessment of the position and progress of the project. A final report with detailed evaluation of the pilot programme, and recommendations for the implementation of the programme proper from September 2007, will be made available to other music organisations and all interested parties.

Key Aims of the Music Network Audience Development Strategy

The key aims of this strategy will be addressed by the three key components of audience development identified earlier: outreach, marketing and programming.

The Music Network Audience Development Strategy aims to:

- ***Attract new audiences to live music performances***

The Audience Development Programme will examine traditional marketing methods (e.g. posters, flyers etc.) and new, innovative techniques (e.g. ambassador schemes) to attract new audience members. Audience-centred workshops, designed to engage and inform the new audience, will be programmed in conjunction with concert performances. Artistic programming will be examined in relation to both current and new audiences.

- ***Enhance the live music experience for current audiences***

Music Network aims to increase current audience satisfaction with the high-quality live music performances offered in their locality. A range of suitable schemes, informed through consultation, will be made available to current audiences. These schemes will include pre and post concert talks and other activities designed to enhance the live music experience.

- ***Support the live performance of high-quality music in Ireland***

Music Network aims to make live music of the highest quality available and accessible to everyone in the country, regardless of their location or circumstance, while supporting the career development of highly skilled Irish and international artists. The Audience Development Programme has been developed to enhance the delivery of these aims.

- ***Support and develop the role of the promoter***

Music Network values its partnerships with local promoters and this programme is intended to benefit and support the work of local promoters. The cooperation and support of the local promoters in planning, piloting, evaluating and implementing this programme will be central to its success.

- ***Advocate with the appropriate bodies and authorities for the promotion of the importance of live music performance to the development of culture and society in Ireland***

Ireland is recognised as a dynamic and rapidly expanding economy. In the context of Active Citizenship, the Music Network Audience Development Strategy and Programme strives to highlight the importance of live music performance to the development of an inclusive, knowledgeable and progressive society in Ireland.

Expected Key Results of the Audience Development Strategy

The strategy is intended to create increased audience awareness, audience attendance and audience appreciation of Music Network performances. The direct key results of the strategy will affect: promoters, artists, key workers/contacts and audiences.

Key Results for:

Promoters:

- Practical, effective support and development for the role of the promoter
- Strengthen partnerships between Music Network and local promoters
- Effective and dynamic music programming skills and other programming sources
- Networking opportunities for local promoters
- Direct contact and engagement with new audiences
- Direct contact and engagement with artists
- Further developing relationships with current audiences

Key worker/contact:

- Access to training and resources to develop music amongst their peers/clients
- Opportunities to develop and foster relationships with local promoter and other local resources including Local Authority Arts Officer etc.
- Opportunities to contribute to and influence the outreach programme on behalf of their peer/client group

Artists:

- Develop new and current audience interest in music
- Directly challenge traditional concepts of particular genres of music through outreach programmes
- Directly explore alternative methods of structuring and presenting live music performances
- Additional professional opportunities in outreach work
- Participation in the Music Network Continuing Profession Development Programme and receive training and support for work in outreach settings

Audiences:

- Increased awareness of live music performance events in local areas
- Increased access for current audiences and new audiences to Music Network events
- Enhanced enjoyment of live music performances
- Increased appreciation for the artistic standard and services supplied by Music Network
- Increased familiarity with and new insights into artists and programme presented in the concert performance

Going forward.....

The Music Network Audience Development Strategy and Programme will begin by consolidating the range of work currently undertaken by the organisation.

The Programme will involve each of Music Network's key areas of engagement: performance, access, regional expansion and music development. It will involve the contribution of Music Network itself, of promoters, artists, facilitators, educationalists and current audience members. It will explore opportunities for reaching potential, new audiences.

The first phase of the Audience Development Strategy will support existing promoters and expand audiences. This strategy will be used in further phases to generate new promoters from among participants working with the Programme and to simultaneously develop an audience for high quality musical performances in regional localities.

The Programme will be dynamic. It will respond to the evaluations and feedback received so that the needs identified by the key stakeholders are catered for and the goals of the strategy are achieved.

In order to make progress and to achieve the aims set out above, a number of pilot schemes, focusing on particular aspects of audience development, will operate once the main Programme becomes operational in September 2007. The knowledge gained from these pilot schemes will contribute to the effectiveness of the Programme and, ultimately, enhance the performance of Music Network.

Music Network Audience Development Plan 2007 – 2009

Time Line	Phase	Actions
June – September 2006	Research & Development	<ul style="list-style-type: none"> • Define Audience Development in Music Network's terms • Meet with promoters to discuss audience development issues, experiences and expectations • Meet with other music resource organisations to gain a view of audience development needs • Establish role of Promoters & Audience Development Manager • Meet with artists interested in the programme
September 2006	Strategy & Planning	<ul style="list-style-type: none"> • Finalise Music Network Audience Development Strategy and Plan • Distribute to promoters • Distribute to other interested parties • Seek out volunteer promoters for pilot schemes • Finalise artists involved in pilot schemes • Artists attend first of three weekend CPD Programmes at NCH • Commence CPD mentoring programme
October – December 2006	Pilot Preparation Phase	<ul style="list-style-type: none"> • Match promoter, artist, facilitator, genre, programme participants • Create pilot calendars (including performance date) • Create pilot programmes • Organise equipment, materials required • Discuss appropriate methods of evaluation with external evaluator
January – June 2007	Pilot Programmes	<ul style="list-style-type: none"> • Implementation of pilot programmes • Ongoing evaluation meetings with all parties • Addressing issues as they arise in each project • Encouraging good relationships between promoters and artists • Artists attend second & third weekends of CPD Programme at NCH
May 2007 – August 2007	Evaluation Phase	<ul style="list-style-type: none"> • Structured evaluation meetings with all pilot parties • Compile evaluation reports • Present findings at Promoters' Forum in June/July 2007 • Encourage discussion and elaboration among promoters • Encourage promoters to get involved in an audience development programme

July 2007 – September 2007	Programme Preparation Phase Pilot Preparation Phase II	<ul style="list-style-type: none"> • Create programmes with promoters and other interested parties for roll-out in September • Prepare pilot schemes addressing issues resulting from Pilot Phase I & evaluation
September 2007 –	Audience Development Programme Roll out	<ul style="list-style-type: none"> • Programmes of six month plus duration rolled out for promoters requiring audience development programmes
September 2007 – December 2007	Pilot Programme Phase II	<ul style="list-style-type: none"> • Parallel pilot schemes will provide opportunities for new ideas to be examined before adding them to the programme proper while providing artists new to the programme with an opportunity to get involved on a closely monitored project.
January 2008 – March 2008	Monitoring Audience Development Programme & Evaluation of Pilot Programme Phase II	<ul style="list-style-type: none"> • Audience development programmes will not be season-specific and can be rolled out at any time of year
March 2008 -	Evaluation, Roll out and Pilot Programming	<ul style="list-style-type: none"> • Evaluation of programmes when each programme ceases
June 2008	Promoters' Forum	<ul style="list-style-type: none"> • Topic to be decided
September 2008	External Evaluation	<ul style="list-style-type: none"> • External evaluators will be invited to observe this project from July 2007

Appendix A:

The implementation of the Music Network Audience Development Programme will require the cooperation and coordination of the contributing parties, including promoters, artists, key workers/contacts, Participant groups and Music Network. The following Guidelines identify the qualifying criteria required for participation in the Programme and the roles of each party during the project execution and evaluation phases.

Guidelines: Music Network

Statement:

Music Network is committed to providing access to high-quality live classical, jazz and traditional Irish music performances to audiences regardless of location or circumstance. The Audience Development Programme aims to offer an interactive means for everyone to access classical, jazz and traditional Irish music. The aim of the following guidelines is to detail Music Network's role and responsibilities with respect to the Audience Development Programme.

Introduction:

Music Network views audience development as a cohesive concept involving marketing, outreach and programming to generate sustained and progressive audience awareness, attendance and appreciation of high quality live music performances.

Music Network undertakes to implement the Audience Development Programme in partnership with:

- Local promoters
- Artists
- Participants

The guidelines have been sub-divided into three main areas:

- Project Preparation
- Project Execution
- Monitoring & Evaluation

Project Preparation:

Music Network will:

- engage with stakeholders that fulfil the criteria in the respective guidelines
- create clear channels of communication with each of the key stakeholders
- ensure that all key stakeholders (including Music Network) engage fully with the agreed Audience Development Strategy and guidelines
- appropriately remunerate Artists involved in the projects

Policies:

Music Network will require the other key stakeholders to adhere to the following policies:

- Health & Safety (including risk assessment)
- Child Protection

And where available:

- Cultural Diversity
- Older People
- People with disabilities

Project Execution:

Music Network will:

- adhere to the criteria detailed in the Programme guidelines for Music Network, Promoters, Artists and Participants
- provide adequate training for Artists engaged in workshop activity
- provide professional experienced Facilitators to coordinate workshops
- provide professional experienced tutors for the marketing and programming components of the Programme
- provide adequate support for Promoters, Artists and Participants
- ensure that Participants have access to classical, jazz or traditional Irish musicians for workshop purposes
- ensure availability of the Programme nationwide
- ensure access to the Programme to all qualifying parties
- value and respect the contributions of the other key stakeholders
- accommodate, within reason, extraordinary circumstances which may arise
- foster a close working relationship with each of the key stakeholders
- provide adequate resources for the effective execution of the workshops and other activities, where appropriate
- respect the facilities provided by the Promoter

Monitoring and Evaluation:

Music Network will:

- agree to engage with monitoring and evaluation systems detailed in the Music Network Audience Development Programme
- engage with the External Evaluator
- with the assistance of the External Evaluator, create, distribute and document evaluation forms for all of the key stakeholders
- be open to suggestions, recommendations and feedback by all of the key stakeholders
- collate records of Promoter, Artist & Participant evaluations and feedback (verbal & written)
- agree to the public dissemination of the evaluation report
- re-evaluate the Audience Development Strategy document with reference to the external evaluation report

Music Network may wish to take some photographs or other records of the Participant group during workshop and/or the performance. Permission will be sought from the Promoter, Artists and the Participants before any visual, audio or audio/visual recording is undertaken.

Participation Guidelines: Promoters

Statement:

Music Network has established an Audience Development Programme as one of many means of supporting local partner promoters throughout Ireland. Following the initial pilot process, Music Network will invite all Promoters to become involved with the Audience Development Programme.

The Outreach component of the Music Network Audience Development Programme will involve a series of workshops leading up to a concert performance, all of which will take place at the Promoter's venue, if appropriate. The workshops will involve the Artists performing in the concert performance and the material used in the workshops will be reflected in the programme of the concert performance. Although there may be many eligible promoters wishing to participate in this programme, Music Network will select the participant Promoters through a consultative process based on the following guidelines.

The Guidelines have been sub-divided into five main areas:

- Criteria for involvement & selection
- Premise
- Policies
- Project Execution
- Monitoring & Evaluation

Criteria for involvement & selection:

Music Network will require the following resources:

- Human & Time
- Access to equipment e.g. appropriate space, chairs⁵
- Facilities:
 - appropriate workshop space
 - access (location)
 - access (disability etc)
 - environmental issues
 - appropriate light, heat, seating, personal space, access to facilities (toilets, catering etc), health & hygiene, public liability insurance etc.)

Music Network will also require:

- Willingness to engage in training programmes in marketing and programming
- Openness to use of a variety of Audience Development tools (e.g. workshops, audience surveys etc.)
- Good communication skills (working with a number of key stakeholders including: Music Network, Artists and Participant groups)
- Promoter Commitment to the Audience Development Programme
- Capacity for the development of innovative & dynamic Promoter practice

Premise:

Applicant Promoters must relate to Music Network why they believe the Music Network Audience Development Programme will benefit them. How will the programme work with their music development programme?

For the purposes of this selection process, Music Network will look favourably on Promoters that demonstrate, perhaps through active research (e.g. audience surveys or previous

⁵ Access to this equipment will be viewed as indicators of the Promoter's commitment to the programme.

outreach projects), that there is a necessity or desire for engagement with the Music Network Audience Development Programme.

Policies:

Music Network will require each Promoter to have the following policies in place regarding:

- Health & Safety (including risk assessment, if necessary)
- Child Protection

And where appropriate:

- Cultural Diversity
- Older People
- People with disabilities

Promoters will be requested to provide a hard copy of these policies to the Participating group, on request.

Note: the Music Network Child Protection Policy will take precedence during workshops involving Music Network staff and children⁶.

Project Execution:

Promoters engaging with the Music Network Audience Development Programme will be required to:

- adhere to the involvement and selection criteria listed
- fully engage with its three key components: marketing, outreach and musical programming.
- value and respect the contributions of the other key stakeholders (Music Network, the Artists and the Participants)
- endeavour to support participant group after project completion
- accommodate, within reason, extraordinary circumstances that may arise

Monitoring and Evaluation:

Promoters engaging with the Music Network Audience Development Programme will be required to:

- agree to engage with monitoring and evaluation systems detailed in the Music Network Audience Development Programme
- complete and record Promoter evaluations
- engage with the External Evaluator
- agree to the public dissemination of the evaluation report

Music Network may wish to take some photographs or other records of the Participant group during workshop and/or the performance. Permission will be sought from the Promoter, Artists and the Participants before any visual, audio or audio/visual recording is undertaken.

⁶ A child is defined by the Child Care Act, 1991, as a 'person under the age of 18 years other than a person who is or has been married'. (5.2.1)

Guidelines: Artists & Facilitators

Statement:

Music Network wishes to support highly skilled professional musicians in Ireland. The Audience Development Programme is an opportunity for professional musicians to engage with current and potential audiences in a practical and productive manner.

The Outreach component of this programme will involve a series of workshops that will culminate in a concert performance. The Artists involved with the concert performance will participate in the workshops either in the capacity of Facilitators or support musicians with a Facilitator. The material used during the workshops will be directly connected to the concert performance programme. The aim of the following guidelines is to detail the Artists' roles and responsibilities in the Audience Development Programme.

The guidelines have been sub-divided into five main areas:

- Criteria for involvement
- Premise
- Policies
- Project Execution
- Monitoring & Evaluation

Criteria for involvement:

- Personal Resources for Artists and Facilitators:
 - Time/Availability
 - Interest & enthusiasm for the Audience Development Programme
 - Personal disposition
 - Flexibility
 - Willingness to work with external evaluator
 - Effective communication skills
- Professional Resources for Artists:
 - Musical versatility
 - Instrumentation (openness to use of a variety of instruments in workshops e.g. a variety of tuned and untuned percussion instruments)
 - Relevant experience/training/skills
 - Expectation of participation in Music Network CPD training
 - Artist Commitment to the Audience Development Programme
 - Willingness to interact/engage closely with audiences and participant groups e.g. active retirement groups, music appreciation clubs, mother & toddler groups etc.

Premise:

Applicant Artists and the Facilitators must relate how the Music Network Audience Development Programme will benefit them. How will working on this programme impact on their professional development/personal development?

During the evaluation and feedback sessions, the Artist and the Facilitator will be required to make suggestions and contributions to the development of the Audience Development Programme (e.g. logistical issues, relationships resources etc.).

Policies:

Music Network will require each Artist and Facilitator to engage with the following policies:

- Health & Safety
- Child Protection

And where appropriate:

- Cultural Diversity
- Older People
- People with disabilities

Note: the Music Network Child Protection Policy will apply during workshops involving Music Network staff.

Project Execution:

Artists and Facilitators engaging with the Music Network Audience Development

Programme will be required to:

- contribute to the planning, leading or engaging with, a series of workshops that will:
 - be appropriate for the participant group
 - promote active engagement with music
 - offer participants the opportunity to engage with the music and the musicians
 - relate to the concert performance programme at the end of the workshop series
 - consider including the participants in the concert performance, if appropriate
 - consider ways and means of developing the skills learned by the participating groups during the workshops to support the group when the scheme has ended
- conduct and present themselves in a professional manner appropriate to the profile of the group with which they are working
- be punctual and prepared
- adhere to the criteria listed
- take responsibility for the workshop resources supplied by Music Network
- suggest new workshop methods and resources that would augment the Artists' work
- value and respect the contributions of the other key stakeholders (Music Network, the Promoters and the Participants)
- communicate effectively with the other key stakeholders
- accommodate, within reason, extraordinary circumstances which may arise

Along with these guidelines, Facilitators will be required to:

- lead and steer through structuring and planning of the workshop series
- maximise the role of the Artists within the workshop in order to develop their skills as potential workshop Facilitators
- access and develop local musical resources and music development programmes, if appropriate
- source additional training or resources for the key worker/contact in order to sustain the achievements of the workshop

Monitoring and Evaluation:

Artists engaging with the Music Network Audience Development Programme will be required to:

- agree to engage with monitoring and evaluation systems detailed in the Music Network Audience Development Programme
- complete and record evaluations
- engage with the External Evaluator, as required
- agree to the public dissemination of the post-project evaluation report

Music Network may wish to take some photographs or other records of the Participant group during workshop and/or the performance. Permission will be sought from the Promoter, Artists and the Participants before any visual, audio or audio/visual recording is undertaken.

Guidelines for Participants

Statement:

Music Network is committed to providing access to high-quality music performances to audiences regardless of location or circumstance. The Outreach component of the Music Network Audience Development Programme offers a practical and interactive means for participants to access classical, jazz and traditional Irish music. A series of workshops providing practical and interactive insights to a musical genre or other musical focus will culminate in a performance by the Artists involved. The materials used during the course of the workshops will bear a direct relationship with the programme to be performed at the concert. The performance may, or may not, include an input from the Participant group. The aim of the following guidelines is to detail the Participants' roles and responsibilities in the Audience Development Programme.

The guidelines have been sub-divided into five main areas:

- Criteria for participation
- Premise
- Policies
- Project Execution
- Monitoring & Evaluation

Criteria for participation:

Practical criteria:

- Time/Availability
- A core group of between 15 and 35 people to participate and attend regularly⁷
- Interest & enthusiasm
- Nominated Key worker/contact
- Good relationship between Participants and the Promoter
- Participant Commitment
- Provide own transport to and from the programme venue

Participants must be willing to:

- cooperate with Promoters and Artists
- be open-minded to proposed activities and approaches
- actively participate and engage in the workshops
- perform during concert (if appropriate)
- engage with the internal and external evaluation processes

Role of the Key worker(s)/contact(s):

The Key worker/contact will undertake the following tasks:

- organise the Participants so that they are punctual and prepared for the workshop
- communicate with the Promoter on all aspects of the Programme
- communicate with the Participant group in between workshop sessions
- communicate with the Participants on any issue that does not relate directly to the workshop (e.g. technical or administrative issues)
- in most adult groups, the Participant group should nominate the Key worker/contact. However, in healthcare settings it will be a requirement to have at least two Key workers among the staff⁸
- be available for further training in order to sustain the work in between workshop sessions and post project completion

⁷ Individuals within the group will be offered the choice to opt in or out of the project from the start.

⁸ Two Key workers in Healthcare settings allows for shift changes and other scheduling issues that may require some flexibility. This requirement may also apply to situations that involve groups working in unpredictable schedules (e.g. farmers).

Designated liaison time will be allotted for the Key worker/contact, the Promoter and the Artists/Facilitator to:

- assist the Facilitator and the Artist in the preparation for the workshops
- discuss any details of any particular participant strengths or limitations and enthusiasm or reservations about particular activities
- contribute key points of interest and feedback from the Participants

Premise:

In the case of a number of Participant groups wishing to access the Music Network Audience Development Programme with a local partner promoter, each candidate group will be required to relate how they believe the Music Network Audience Development Programme will benefit them. How will this programme develop the personal (or other) skills/experiences of their particular group?

Policies:

Music Network and/or the Promoter will make copies of the following policies available to Participating groups, on request:

- Health & Safety (including risk assessment)
- Child Protection

And where available:

- Cultural Diversity
- Older People
- People with disabilities

Project Execution:

Participants engaging with the Music Network Audience Development Programme will be required to:

- adhere to the criteria listed
- fully engage with the outreach component of the programme
- value and respect the contributions of the other key stakeholders (Music Network, the Artists and the Promoters)
- respect the contributions of all Participants
- foster and endeavour to sustain a close working relationship with the Promoter
- treat with respect the musical instruments and other workshop resources provided for use during the workshop
- treat with respect the facilities provided by the Promoter
- communicate, for the purposes of clarity, with the Participants on matters not directly related to the workshop via the Key worker/contact.
- accommodate, within reason, extraordinary circumstances which may arise

Monitoring and Evaluation:

Participants engaging with the Music Network Audience Development Programme will be required to:

- agree to engage with monitoring and evaluation systems outlined in this document
- complete and record Participant evaluations
- engage with the External Evaluator
- agree to the public dissemination of the evaluation report

Music Network or the Promoter may wish to take some photographs or other records of the Participant group during workshop and/or the performance. Permission will be sought from the Participants before any visual, audio or audio/visual recording is undertaken.

Appendix B

Promoters consulted during research process for Music Network Audience Development Strategy, Programme & Guidelines:

Mermaid Arts Centre, Main Street, Bray, Co. Wicklow
Contacts: Maureen Kennelly (Director) & Lia Bresnihan (Marketing Manager)

Christchurch Cathedral, Cathedral Square, Waterford.
Contact: Fionnuala Brennan (Events Coordinator)

Briery Gap, Main Street, Macroom, Co. Cork.
Contact: Ann Dunne (Director)

St. John's Theatre & Arts Centre, Listowel, Co. Kerry
Contact: Joe Murphy (Director)

Glór – Irish Music Centre, Ennis, Co. Clare
Contact: Katie Verling (Director)

The Source Arts Centre, Thurles, Co. Tipperary
Contact: Claudia Woolgar (Director)

Pavilion Theatre, Dun Laoghaire, Co. Dublin
Contact: Polly O'Loughlin

Carlingford Lough Heritage Trust, Carlingford, Co. Louth
Contact: Jerry McCarthy

Tuar Ard Arts Centre, Moate, Co. Westmeath
Contact: Tom Mullins (Board member)

Clifden Arts Society, Clifden, Co. Galway
Contact: Brendan Flynn

Linenhall Arts Centre, Castlebar, Co. Mayo
Contact: Maire Farrell (Director)

The Dock, Carrick-on-Shannon, Co. Leitrim
Contact: Caoimhín Corrigan (Arts Officer, County Leitrim)

Solstice Arts Centre, Navan, Co. Meath
Contact: Belinda Quirke (Director)

Music for New Ross, New Ross, Co. Wexford
Contact: Connie Tantrum

Ionad Cultúrtha, Ballyvourney, Co. Cork
Contact: Bríd Cranitch (Director)

Appendix C

Other Arts organisations consulted during the research process of the Music Development Audience Development Strategy, Programme & Guidelines:

Contemporary Music Centre, 19 Fishamble Street, Temple Bar, Dublin 8.

Contact: Karen Hennessy

National Chamber Choir, DCU, Glasnevin, Dublin 9

Contact: Jeanette McGarry

Irish Baroque Orchestra, 43-44 Templebar, Dublin 2

Contact: Tom Coughlan

National Concert Hall, Earlsfort Terrace, Dublin 2

Contact: Colin Kenny

Irish Association of Youth Orchestras, Studio 12, Farnham House, 26/27 MacCurtain Street, Cork.

Contact: Róisín Maher

Improvised Music Company, 68 Dame Street, Dublin 2.

Contact: Aoife Barror & Kenneth Killeen

RTE Performing Groups, Donnybrook, Dublin 4

Contact: Pauline McAuley