



Audience Development Plan 2024 - 2026

Photo Museum Ireland - Who We Are

Photo Museum Ireland is the national centre for contemporary photography. We showcase exciting work by Irish and international photographers that stimulates debate and critical dialogues on the role of the photographic image. Free and open for all, our dynamic programme of exhibitions, talks, events, workshops, and artist-led outreach projects connect audiences and communities with contemporary photography and visual culture in open and accessible ways. We support Irish artists' development through residencies, commissions, curatorial advice and advocacy, unique artist's production facilities, artist photobook publishing, touring and international promotion.

Founded in 1978 as Gallery of Photography, the Museum includes Ireland's specialist photography bookshop and is located in Temple Bar, Dublin. Photo Museum Ireland is governed by a voluntary board who are appointed for a term of three years, up to a maximum of nine years. The programming and corporate management is led by the Artistic Director/CEO, General Manager and Senior Executive. Photo Museum Ireland is a company limited by guarantee not having a share capital and is also a registered charity.

Engagement:

We believe photography has a unique ability to engage wide, diverse audiences and we are committed to providing a wide range of socially inclusive opportunities for the lifelong discovery and enjoyment of photography and visual culture.

We offer opportunities for everyone to engage with great photography, connecting artists with diverse audiences to consider the role of photography in society.

Our Education Programmes offer a broad range of free activities, from exhibition tours, printed and online resources, talks, workshops, events and awards to community-based workshops and in-depth artist-led projects. Learning from those who take part directly informs the development of new programmes.

We work with artists and organisations across all our programmes to build and share knowledge with wide and diverse audiences, individuals and communities.

You can access our programmes in our galleries, and online through our education resources and online photography collection.

Photography Culture:

We are active partners in a network of Irish and international platforms. Building on our legacy as the leading institution dedicated to photography in Ireland means that we are ideally positioned to reflect on our rich photographic culture. In 2021/2022 our In Our Own Image season of exhibitions, publications and events present the first comprehensive survey of the history of photography in Ireland. Our Photo Album of the Irish engagement

project engages with people across the island of Ireland and with the wider diaspora to research and record the social history of photography.

Our Purpose



"I have visited many excellent exhibitions in the Photo Museum Ireland. I've always been met with a friendly welcome by the staff who are also very helpful. I have also attended workshops there too which were brilliant. They were educational and creative."

Our mission is to promote, improve and advance knowledge and appreciation of and engagement with photography as a cultural and educational art form for the benefit of Irish society. Our vision is that photography is for everyone and accessible to all.

We work with communities across Ireland to develop critical thinking about photography and visual culture by engaging communities and artists in programmes promoting Ethics, Integrity and Transparency amongst wide and diverse audiences. We

engage diverse local, national and international audiences through a broad range of in-house talks, seminars, conferences and workshops which encourage engagement and critical thinking.



In developing this strategy, we considered how the Photo Museum Ireland provides value for three sets of stakeholders:

- Artists: the artists we support and nurture.
- Audience: the people we provide services and experiences for.
- Partners: the organisations and people we partner with

The Audience Development Plan is underpinned by our strategic objectives which aim to :

- Encourage Equality Diversity and Inclusion through engagement with photography.
- Provide opportunities for the public to think about the role and value of photography.

We are learning about our audiences by drawing from annual visitor surveys, project surveys, digital data and ticketing data to ensure a successful targeted approach. In developing this plan, in addition to our own data, we have also used audience research

reports for the arts and more specifically the visual arts and census data to understand the priority audiences we wish to attract.

Brand Values & Audience Perception

Values

- Supporting artists' creativity
- Commitment to artistic excellence
- Inclusion and respect for diversity
- Deep sustained engagement with communities
- Ethics, integrity and transparency

Photo Museum Ireland is the national centre for contemporary photography in Ireland, offering diverse audiences free access to the nation's wealth of photographic art. We support artists to present excellent art in order to foster a dynamic photographic culture that enhances culture within people's lives and helps them find a place within the community.

Photo Museum Ireland is accessible, welcoming and brings audiences and art together, so more people can enjoy high-quality arts experiences. We exhibit landmark surveys of Irish art photography, archiving and recording not only the work of artists but also their photographic practices. Photo Museum Ireland can be relied on to present the cutting edge of Irish photography.

We established the Photo Museum Ireland Collection to celebrate the work of artists across the span of their careers. Building on our deep commitment to supporting artists in development and promotion of their work, we will collaborate in preserving artists' creative legacies for the future. The Collection defines the scope of modern and contemporary Irish photography, honouring past generations and recognising the achievements of contemporary Irish photographic artists.

Photo Museum Ireland encourages the wider photography community to get involved with our programme of free events and educational activities. We bring together wide-ranging communities to discover all that photography has to offer, through which they can connect with art, social themes, current events, like-minded people and learn more about themselves. If we were to summarise what we think people think of us, it would be: "Engaging, dynamic and excellent contemporary Irish photography that connects with diverse audiences to support artists and discover the future of photography in Ireland."

Data and Insights



"I brought students to use the darkroom facilities, it was great and they really enjoyed it! Darragh and the team are so helpful and great to work with. The gallery has regular interesting and insightful exhibitions to give the students inspiration for their photography. Overall fantastic experience."

The audience development plan has been informed by varied sources of information and data including:

1. Footfall data: We use two 3D footfall counters to deliver accurate footfall data for the museum covering the front entrance and the entrance to the exhibition spaces. This data informs our audience development and strategic planning and assists us to better understand our audiences.
2. Regular exhibition and visitor satisfaction surveys twice a year: We carry out visitor statistics surveys and exhibition surveys of our general visitors and this survey is repeated twice a year in order to evaluate progress in audience development.

3. Artist Surveys and Participant Surveys: We survey artists regarding their needs and satisfaction with training provided. We survey participants who attend our courses or are involved in our participatory projects such as the Traveller Wellbeing Project.
4. Ticketing Data: We issue tickets to all free events in order to gather audience data. Ticketing data is also collected for customers who purchase courses.
5. Membership Data: We use a CRM system to manage our membership scheme which records member demographics and interests.
6. Sales Data: The museum sells photography books and merchandise using shopify and this records identity data, behaviour data and engagement data which can be used to build out the profile of our customers.
7. Data from Digital: A range of data from across the museum website, social media analytics can be used to build a profile of our online visitors.
8. Comments and Reviews: Comments left in our comment book and reviews left by customers on google, facebook and tripadvisor can be useful to learn about what customers liked and disliked about the museum.
9. Accessibility Report: O'Herlihy Access Consultancy (OHAC) conducted an accessibility audit of Photo Museum Ireland in May 2023, assessing the current accessibility shortfalls and identifying recommendations to improve the overall accessibility of the organisation in line with legislation and good practice. A wide range of recommendations were made to improve access and use of the building and improve access to our services/activities. Following advice from our advisors in Equality Diversity and Inclusion, an Access Policy and Plan for Photo Museum Ireland is now in place in line with our Equality, Diversity and Inclusion Policy.

Assessing our Current Audience - Baseline Data



"A+++ We had an amazing tour of the Photo Museum led by Darragh. He was brilliant with the kids in our group, keeping them all engaged (which is no easy feat) and everyone - young and old - left knowing more than when they came in, AND with a newly awakened interest in-, and love for photography. We will be back! Thank you Darragh, this has been one of the best museum tours of our year. (And we've had many!)"

In 2023, we had an average of 60,000 visitors to our museum attending exhibitions, tours, events and courses. The busiest day of the week is Saturday and the busiest time of the day is between 1pm to 4pm. The average visit duration is 10.46 minutes. There is potential for opening later (between 7pm - 9pm) based on passing traffic recorded by our footfall counters.

In 2023, we presented 10 original, high-quality exhibitions and employed 84 artists across our programmes, presented 2 off-site exhibitions and offered 578 individual events including artist panel discussions, in-conversation artist talks, curator and artist-led tours.

The findings from our recent Akihiko Okamura: *The Memories of Others* survey completed between April - June 2024 have been used to create a baseline profile of our visitors.

- 23.3% of our respondents were from the Dublin area.
- 7.85 were from the rest of Ireland

- 68.9% of respondents were visiting us from overseas.

19% of the population of Dublin City is non-Irish by nationality. The survey currently does not record ethnicity only where the visitor is resident. This is a gap in our research data and needs to be addressed.

Akihiko Okamura: *The Memories of Others* saw a diverse range of visitors. Those aged 19-25 represent 30% of the total number and it is the largest group. They are followed by the 26-40 who represent around 27% and the 41-60 who account for around 22%. Visitors aged over 60 represent almost 20% of our visitors, and so are a really important audience. Interestingly, at 72%, Dublin City has the largest proportion of 15-64 years old than any other Local Authority area in Co. Dublin¹.

The survey currently does not record disability information. This is a gap in our research data and needs to be addressed. Akihiko Okamura: *The Memories of Others* attracted 52% of women, 42% of men and 6% of non-binary. It is interesting to note that men are in the majority between 19-25 and 41-60, respectively accounting for 34% and 30% of the total men.

For women, the results are quite different as almost 40% are between 19-25, and the second biggest group is 26-40, accounting for 20% of the total women. Finally, for non-binary visitors, half of them are between 19-25.

Visitors were asked who they attended the museum with that day.

- Among 19-25 visitors, 30% came with friends and 25% alone.
- However, among 26-40, 40% came to the exhibition alone, followed by 20% who came with friends.
- Finally, among 60+, 35% visited with a friend and 30% visited with their partner.

This is an intriguing insight that shows that people will attend visual arts spaces like museums and galleries alone which is not always the case with other arts activities e.g. attending the theatre. Visitors are currently not asked about their motivations for attending the Museum. This is a gap in the research that would be very useful to include in order to further develop our audience segments and visitor profiling.

When asked how they found out about the museums, 30.8% of all respondents said they were passing by and decided to drop in which highlights the importance of physical access to Meeting House Square which can sometimes be closed for events. The museum's social media was the next most common source of information (19.2%) followed by the mailing list (17.3%), via 'word of mouth' (15.3%) and the museum's website (9.6%). Sources falling

¹

within the 'other' category commonly included being a Member of the museum, or via eventbrite.

The research to date identified gaps in our existing audiences and/or gaps in visitor profiling. By maximising data capture, increased levels of forward planning can be prompted and we can maximise the likelihood of new visitors and lapsed visitors returning to the museum following their initial engagement with the museum by ensuring they are fully informed about what's on.

Overview of Audiences



"A must-visit for photography lovers. I have enjoyed an interesting and well curated exhibition of contemporary Irish photography. The bookshop at the entrance is also impressive."

Core Audience

Based on our research to date, our core audience is slightly more likely to be a woman than a man and is likely to be between the ages of 19 and 40. They are twice as likely to be a international visitor than a domestic visitor, and nearly twice as likely to be living in Dublin than to be a domestic tourist from a different county in Ireland. The core audience is slightly more likely to be attending alone or with at least one other person, typically partners or friends.

We have identified that our core audience are tourists, artists, amateur photographers, students of fine art and people passionate about photography/hobbyists.

Priority Audiences



The following categories have been identified as priority audiences outside of our existing core audience that require intervention strategies to improve attendance and participation.

- Young people between the ages of 14 and 25.
- Families and young children (6-12)
- Targeted communities such as immigrants, refugees, members of the Traveller community, people with disabilities, older people and LGBTQIA+.
- Individuals and communities from underprivileged backgrounds with limited access to cultural activities.
- Individuals and communities from diverse geographical locations

Audience Development Objectives



"Went for the exhibition to mark the 30th anniversary of the Gay Community News magazine. Was wonderful to get a sense of Irish gay history through the years and highlights the gallery's commitment to support the vibrant artistic community in Dublin and Ireland."

The overall goal for this audience development plan is to increase the frequency at which existing visitors make return visits, deepen engagement with our core audience and broaden the audience by attracting new types of visitor.

The key objectives are:

1. Increase frequency of visits
2. Deepen relationships with existing, core audiences by providing opportunities for people to have a deeper engagement with the museum (e.g. through co-creation etc.)
3. Attract new, diverse audiences from under-served audience segments.
4. Broaden and encourage access to creative photography for specific groups, and marginalised or hard-to-reach individuals and communities.
5. Connect with communities through online and outreach programmes.

Audience Development Actions

Activity	Target Audience	Actions	Year 1 - 2024	Year 2 - 2025	Year 3 - 2026
Improve accessibility in the museum both physically and digitally.	People with a disability, Older People, Diverse audiences	<ul style="list-style-type: none"> • Install a hearing enhancement system for people with hearing impairment at reception and in the galleries. • Improved signage incl. tactile signs using embossed text, symbols and / or Braille and ensure all key location information • Provide information and interpretation in a range of formats, for example labels, large print, braille, film, interactives and audio, as resources allow. • Upgrade the wheelchair accessible toilet • To make our website compatible with screen readers and current best practice (Web Content Accessibility Guidelines (WCAG) 2.1). 	√	-	-
Improve organisational capacity	All	<ul style="list-style-type: none"> • Secure funding to recruit an Education Curator - apply Q1/2024 	√	-	-
Offer Dementia Friendly Tours	People with a disability, Older People	<ul style="list-style-type: none"> • Provide Azure Training for staff to deliver exhibition tours to people with dementia related conditions. • Secure funding from Arts Council Access grant. 	√	√	√

Offer relaxed experiences in the galleries for families with autistic children, adults living with dementia, visitors with sensory needs.	Older People, People with a disability, Young People	<ul style="list-style-type: none"> • Collaborate with advocacy group and audiences to develop experiences • Earlier or later opening hours to accommodate 	√	√	√
New website to digitally engage with audiences digitally to reach people who might not be able to come into the museum or who want a deeper experience online.	Older People, People with a disability, Diverse audiences, Young People All	<p>Redesign website for enhanced visitor viewing experience - on a portal designed specifically to showcase photography projects and features. New website will offer:</p> <ul style="list-style-type: none"> ○ Online archive of present and past exhibitions and artist features spanning 40 year+ ○ Continue to develop the Photo Museum Ireland Collection - our national photography collection featuring A-Z of Irish artists, artists' works, artists' interviews and features on Irish artists combined to give a comprehensive overview of contemporary practices. ○ Develop our Interactive Timeline of Photography in Ireland inviting guest 'curators' and young people to curate and contribute content ○ Deliver online events and create 'digital shadow' for physical events ○ Online creative activities – supporting <i>Let's Create</i> strategy 	√	√	√

		<ul style="list-style-type: none"> ○ Education resources packs including worksheets and project plans ○ New Accessible guides and resources for people with special needs ○ Online game aimed at engaging young people ○ Additional content accessed digitally via QR codes ○ Language translation for all major languages 			
COLLECTING EXPERIENCES PhotoVoice project	Diverse audiences	<ul style="list-style-type: none"> ● Support COLLECTING EXPERIENCES PhotoVoice project working with and for people with a criminal background+ Noel Bowler + curator Kate O'Neill ● Showcase work from the COLLECTING EXPERIENCES project and archive the work – record interviews with participants 	√	√	√
Portrait of Dublin youth arts project with in Dublin 2 and Dublin 8 Portrait of Dublin commission for Afghan photographer Baarialai Khoshhal	Family audience, marginalised and hard to reach audiences Migrant perspective	<ul style="list-style-type: none"> ● Devise new evening programme including free workshops, family archiving and upskilling for marginalised and hard to reach communities in Dublin 2 & 8 to build towards a more inclusive Portrait of Dublin youth project organised as part of Fóto na nÓg in partnership with RTÉ and Dublin City Council. ● Co-produced and presented through locally installed public artworks featuring Portrait of Dublin 	-	-	√

		<ul style="list-style-type: none"> • <i>Portrait of Dublin</i> artist commission for Barialai Khoshhal 			
History of Traveller Community through their Family Archives project	Traveller community	<ul style="list-style-type: none"> • Secure funding for project with member of Traveller community to explore their history through their family archives • Recruit artist with Traveller heritage to lead project 	-	-	√
Make the museum as welcoming as possible to new and diverse audiences to ensure that our audiences are representative of our local community.	Diverse audiences Young People People with a disability Older People	<ul style="list-style-type: none"> • Co-design, co-produce and co-curate specific exhibitions/projects aimed at diverse audiences • LGBTQIA+ Young Dubliners project 	√	√	√
Grow membership scheme	Core audience, New audiences	<ul style="list-style-type: none"> • Regular membership communications • Membership acquisition campaign • Membership events and showcases 	√	√	-
Photo Album of the Irish project	Diverse Audiences	<ul style="list-style-type: none"> • Deliver intersectional of <i>Photo Album of the Irish</i> project in England with intersectional participants including Irish/BAME/Traveller families – January – June 2024 	-	√	-
Expand volunteer engagement	Older People Core Audience Young People	<ul style="list-style-type: none"> • Recruit volunteers • Explore Docent programme • Develop volunteer benefits and rewards • Continue to use online volunteering 	√	√	√

		<ul style="list-style-type: none"> • TY Work experience: We take in students on work experience programmes (max 4 per year to ensure deep, high-quality engagement). 			
Ensure that everyone who visits has an excellent experience.	Core audience New audiences	<ul style="list-style-type: none"> • Visitor services training – exceeding visitor expectations • Diversity and anti-racism training for all staff including casuals and volunteers • Disability Awareness Training sessions for all staff • Autism inclusion training for staff to gain awareness of the accessibility of our organisation to the Autism Spectrum Disorder (ASD) and neurodiversity community 	√	√	√
Improve communications and marketing techniques, particularly focusing on digital marketing	Core audience New audiences	<ul style="list-style-type: none"> • Deliver updated social media strategies • Increased focus on digital marketing • Redesign and launch of website 	√	-	-
Encourage audiences to make a return visit to the museum	Core audience New audiences	<ul style="list-style-type: none"> • Integrated marketing communications campaign aimed at getting people to come back to visit • Ongoing programme of temporary exhibitions and events, both online and physical • Exhibition guide for each show with contextual information, biographical details, recommended reading, details of funders, links to online resources, artists interviews, and The Photo Museum Ireland Collection 	√	√	√

		<ul style="list-style-type: none"> • Artists' talk, panel discussions and symposia • Family activities in the museum 			
<i>Nepanta</i> socially engaged project with South American women	Diverse audiences	<ul style="list-style-type: none"> • Support S. American/migrant artist Silvana Silvestra and her <i>Nepanta</i> socially engaged project with South American women. Commenced September 2023 – continuing until June 2024 	√	√	-
In-house Student Council - developing Young Audiences	Young People	<ul style="list-style-type: none"> • Development of our Student Council programme with TY students building on our work with Old Bawn Community College to include inner city Dublin schools. • Partner with DCC on the development of Visual Thinking Strategies initiatives and work with Student Council to incorporate these into new programme • Creation and road-testing of new education resources including worksheets, guides and project plans. • Participation in talks and student-led tours. • Evaluate and give feedback on our future exhibitions. • They will lead the co-designing and co-production of new YPCE resources • Develop in house Student Council to address intersectional issues and co-design programmes 	√	√	-

		<ul style="list-style-type: none"> Staff receive mentoring on best practices from our partner organisation Open Doors Initiative and our new EDI advisors 			
Photography in the Curriculum programme	Young People	<ul style="list-style-type: none"> Develop and deliver new 'photography in the curriculum' programmes for formal education sector for inner city schools to address issues around cultural representation and identity – commence April 2024 Evaluate schools; inner city programme and report on findings – co-author report – access recommendations Guided exhibition tours offered free of charge for primary, secondary and school groups - pre-booked and tailored for each group. We invite feedback during our regular exhibition tours and Q&As for school groups and young people from TUDublin, NCAD, DIT, DLIADT, DCU, Griffith, St Kevin's, ITT; LSAD, DKIT; AIT; GMIT & UU. 	√	√	√
Youth Ambassador	Young People	<ul style="list-style-type: none"> Develop our Youth Ambassador's role which ensures the continuity of Youth Voice throughout the year. The role of Youth Ambassador went to An Yancheng in 2023. 	√	√	√

New Photo walks and Photogram workshops developed by and for teenagers	Young People	<ul style="list-style-type: none"> Youth Voice is structurally integrated into our decision-making and evaluation of our artistic programmes through the Student Council. With support (tbc) from Cruinniu na nOg. 	√	√	√
New programmes for young people with mental disabilities in partnership with Rehab	Children with Special Needs	<ul style="list-style-type: none"> Continued development with artist & EDI advisor Lorraine Tuck, Professor Mark Cunningham TCD and Jeanne McDonagh, Open Door Initiative to develop programmes and improve access for people with special needs. Evaluation will inform EDI policy development. 	√	√	√
Childrens' & Young People's Workshops	Young People	<ul style="list-style-type: none"> 4 specialist Darkroom workshops for community & special needs groups per year New Saturday Children's photo classes commencing Q2 2024 	√	√	√
New programme for artists with Disabilities and curate public art programme	People with Disabilities	<ul style="list-style-type: none"> Develop new programme for artists with Disabilities and curate public art programme – January 2025 – December 2025 	-	√	-
Use and manage audience insight and data	Core audience New audiences	<ul style="list-style-type: none"> Audience research Data analysis for decision-making Impact and Insight evaluations New ticketing/CRM system 	√	√	√

Artists Training and upskilling:	Core audience	<ul style="list-style-type: none"> • Free training workshops 4 times per year (add Heritage week here) • One-to-One subsidised training in our Artists Digital Studio • Expand programme in 2024 to partner what organisation & deliver the training nationwide 	√	√	√
Artists Residencies	Core audience	<ul style="list-style-type: none"> • Support for Training and upskilling • Mentoring on writing • Critical feedback & peer review • Artists Talks by Early Career Artists 	√	√	√
Evening Lectures on Photography	Core audience	<ul style="list-style-type: none"> • Late Night Events organised in partnership with National Library of Ireland - increase access - in response to surveys/audience feedback • Secure funding for late night staffing for Q2 and Q3 • Offer discounts to members 	√	√	√
New outdoor public art programme	All	<ul style="list-style-type: none"> • New public art installations to showcase work from artists programmes and education and outreach projects - launch in May 2024 	√	√	√
New bi-lingual signage	All Irish speakers	<ul style="list-style-type: none"> • New bi-lingual signage throughout the building and in exhibitions where possible. 	√	√	√

Our Marketing strategy

Objectives

- Promote and develop good practices in audience development and public engagement
- Create opportunities for increased engagement in the arts by particular communities
- Increase brand awareness
- Generate new leads
- Boost brand engagement
- Increase brand community

1. Promote and develop good practice in audience development and public engagement

Objectives

- Encourage organisation-wide thinking about target audiences and integrate into all areas of the organisation
- Continue to grow and diversify the range of people who engage with Photo Museum Ireland by including audience-focused shows and events
- Add value to the our existing audience's experience by facilitating and encouraging exploration to related fields/establishments

Metrics & Key Performance Indicators (KPI)

- Familiarise team members about target audiences and user personas
- Construct and promote exhibitions in such a way that will engage visitors and add value to their experience
- Cultivate a network of photography institutions nationally and internationally, engaging our community with art and arts events nationally and internationally

2. Create opportunities for increased engagement in the arts by particular communities

Objectives

- Encourage diverse members of the public to participate or collaborate in the making or creation of photography, or in photography-related workshops, classes or events
- Host more free events directed towards adding value to new areas of the community
- Engage with young people/schools to enable exploration through the process of photography

Metrics & Key Performance Indicators (KPI)

- Track attendance to events and targeting marketing efforts to measure which targeted audiences were successfully reached
- Survey which events and topics pique interest with our current and potential audiences and what topics/events targeted audiences would be interested in
- Track attendance and reception of courses/events with attendants and groups.

3. Increase Brand Awareness

Objectives

- Storytelling - connect with users by sharing personal stories behind imagery/artists/visitors
- Define the tone of the brand - light-informative-passionate
- Share behind the scenes at the gallery, positive customer experiences
- Engage and collaborate with local events/Businesses

Metrics & Key Performance Indicators (KPI)

- Increase follower count
- Boost reach of social media posts, mentions, shares, and retweets
- Cultivate brand equity (brand awareness + positive consumer experiences) to maintain and promote PMI as leading voice of photography in Ireland

4. Boost Brand Engagement

Objectives

- Post more content prioritising user engagement - e.g. the process of photography, share personal history of images
- Continue the conversation in the comments
- Highlight user generated content
- Create a campaign to promote the lead up to the exhibition launch, free events and show the value for visitors
- Create custom hashtags for each event & increase interaction with like and comments
- Highlight user generated content

Metrics & (KPI)

- Track likes, shares, comments per post, mentions, replies and hashtags
- Track attendance and survey opinions through interaction with visitors to the Museum

How We'll Get There

Strategy For	Details
Our core work	<ul style="list-style-type: none">• Get to know our core attendees better and develop our activities to keep them engaged in the long term• Identify our core target market and undertake activity to grow it
Develop the market	<ul style="list-style-type: none">• Invest in focused work with artist residencies to ensure that we continue to support individual artists in the development of their work• Forge relationships with schools with a high percentage of children from diverse communities• Develop relationships with local community groups, especially those from socially disadvantaged backgrounds
Develop the offering	<ul style="list-style-type: none">• Focus on developing national profile that stresses our excellence, uniqueness and quality• Continue to form partnerships with photography institutions and build network• Lobby funders to provide resources to enable us to engage more major projects

Delivery and Monitoring

To deliver on this plan will require significant resources and commitment. Where possible we will look for specific funding to create a new Education Curator role in the museum.

Ongoing monitoring and regular measurement will allow us to make compelling cases for support to funders, as we show a need developing.

Where possible our measurements will continue to be quantitative and qualitative. We are setting baseline standards through our audience surveys and accurate footfall data, and we can carry that out annually to track progress of diversification.

As well as things like measuring attendance and engagement, we will measure how accessible our events and activities are, the requests we get for new accommodations, and how quickly we can meet them.

We will measure our efforts to reach out and connect with communities, representative organisations, and new partnerships.

Review Schedule

This Audience Development & Marketing Strategy is a living document, and will evolve as we meet and engage new audiences, as we implement and measure our new policies and campaigns, and as we measure the success and receive feedback on the efficacy of the processes we have developed.

Audience development work is not a one-time activity, but rather an ongoing, long-term process that Photo Museum Ireland is committed to implementing, and a muscle we hope to develop.