

BALLET IRELAND | STRATEGY

2022 - 2025

CREATING SPACE

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FOR SUCCESS



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## ABOUT US

**We create ballets and participation programmes that engage and enrich the lives of those who experience them. We strive for excellence in all we do, working creatively and embracing change to advance ballet and making it an inclusive artform.**

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Ballet Ireland presents both traditional full-length classics and newly commissioned ballets which resonate with audiences of today. The originality of Ballet Ireland's work has attracted a company of highly trained international dancers, who are recognised by audiences and critics alike for their individual style and razor-sharp technique.

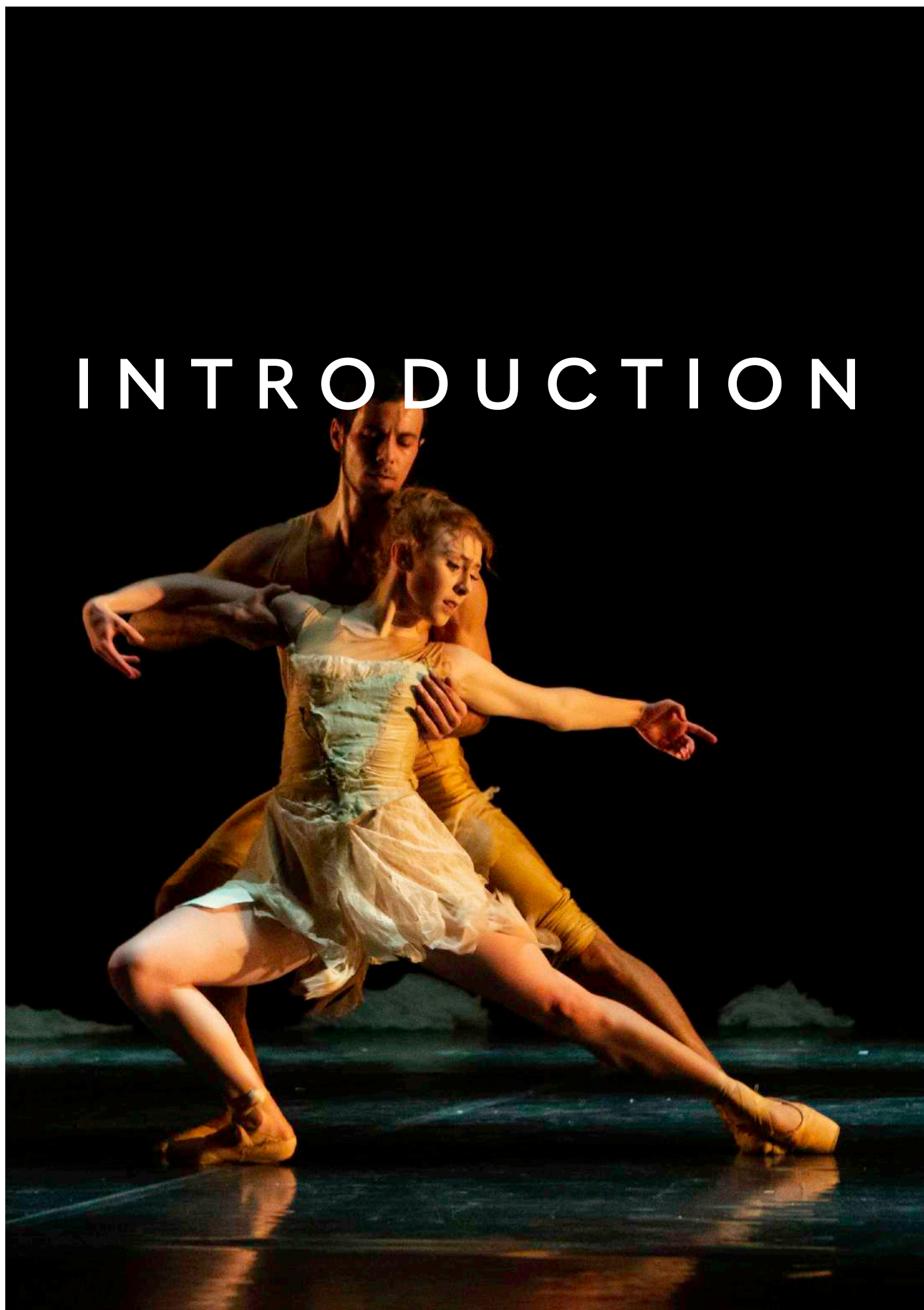
Established in 1998 by Gunther Falusy and Anne Maher, each spring and autumn the company performs in large scale theatres

in Dublin and throughout Ireland. Touring affords the opportunity for our regional audiences to access and enjoy professional ballet and to inspire young and talented students all over Ireland.

In addition to professional performances, our Outreach and Education programme involves summer programmes nationwide and programmes in primary schools for children and teachers ensuring dance is accessible and part of school curriculum.



# INTRODUCTION



## INTRODUCTION

This document outlines Ballet Ireland's focus for 2022–25, building on the success of the previous strategy "A Step Ahead" 2016–2021. **Creating Space for Success** provides a framework to shape the future for Ballet Ireland as it emerges from the pandemic.

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The strategy takes current resources available into consideration, is risk aware, actionable, and measurable to support the company's development, growth and impact.

Over the next four years, we will focus on four strategic priorities to create space to progress the success of the company: Artform and Engagement are about our core purpose - why Ballet Ireland exists - and realising our mission and vision. Governance and Capacity are about sustainability; how we deliver on our Artform and Engagement objectives, and how the company can thrive, grow and make decisions in support of our core purpose.



# OUR MISSION

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TO CREATE AND PRESENT  
COMPELLING BALLET WORK  
WHICH INSPIRES, INCLUDES,  
INVIGORATES AND EDUCATES  
THROUGH ITS RELEVANCE TO  
AUDIENCES OF TODAY.

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# OUR VISION

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TO BE AN INTERNATIONALLY  
ACCLAIMED, COLLABORATIVE  
AND INCLUSIVE CONTEMPORARY  
BALLET COMPANY.

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# OUR VALUES



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WE ARE LED BY OUR VALUES.  
THEY GUIDE WHAT WE DO AND  
HOW WE DO IT.

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## EXCELLENCE

We strive for excellence in everything we do. We achieve greatness, lead boldly and bravely with passion and artistic creativity.

## EQUALITY AND ACCESSIBILITY

We strive to make ballet accessible to all. We challenge stereotypes, transform attitudes and break down barriers through a diverse and inclusive approach.

## CREATIVITY

Uniqueness and originality are central to our creative thinking.

## RESPECT

We work together as a team, treating each other with respect on and off the stage.

## INTEGRITY

We operate with integrity, financial responsibility, are open ethical and transparent in all our dealings and operate to the highest level of good governance.





# OUR STRATEGIC PRIORITIES

## 01

### ARTFORM

TO PROGRESS AND DIVERSIFY, EMBRACING NEW CREATIVITY TO MOVE THE COMPANY FORWARD ARTISTICALLY.

#### HOW WE ARE GOING TO ACHIEVE THIS:

- We will develop a model to transition to a full-time company
- Grow our international reputation for the identification, promotion, and presentation of Irish talent by commissioning and producing new work by Irish choreographers
- Expand our repertoire and the artistic impact by developing larger scale productions
- Responding to change, programming will include live and digital work
- Play a lead role in advocating for ballet and dance in Ireland

# 02

## ENGAGEMENT

TO DIVERSIFY, STRENGTHEN AND GROW OUR RELATIONSHIP WITH AUDIENCES AND THE PUBLIC ON AND OFF-STAGE, INCREASING ACCESS TO OUR WORK, AND OPPORTUNITIES TO PARTICIPATE THROUGH EDUCATION AND OUTREACH PROGRAMMES.

### HOW WE WILL ACHIEVE THIS:

- Create opportunities for the company to grow its impact by working with communities
- Create an Audience Development Plan to set out how we plan to deepen, widen and diversify our audiences and encourage participation
- Increase the accessibility of ballet through more in-depth opportunities for participation and collaboration
- Increase access to live, high quality, professional ballet by deepening engagement and touring in more diverse places





# 03

## GOVERNANCE

TO ENSURE THE COMPANY IS REFLECTIVE OF A CHANGING IRELAND AND OPERATING AS AN INCLUSIVE AND BEST PRACTICE ARTS ORGANISATION.

### HOW WE ARE GOING TO ACHIEVE THIS:

- Fulfil our commitment to ensuring the company is reflective of a changing Ireland and is operating as an inclusive and best practice arts organisation
- We will ensure that a best practice system of governance and control operates within the organisation
- Have a framework for succession plan in place for Ballet Ireland's Board and Executive leadership supported by the necessary funding infrastructure
- We will introduce and promote sustainable environmental practices

# 04

## CAPACITY

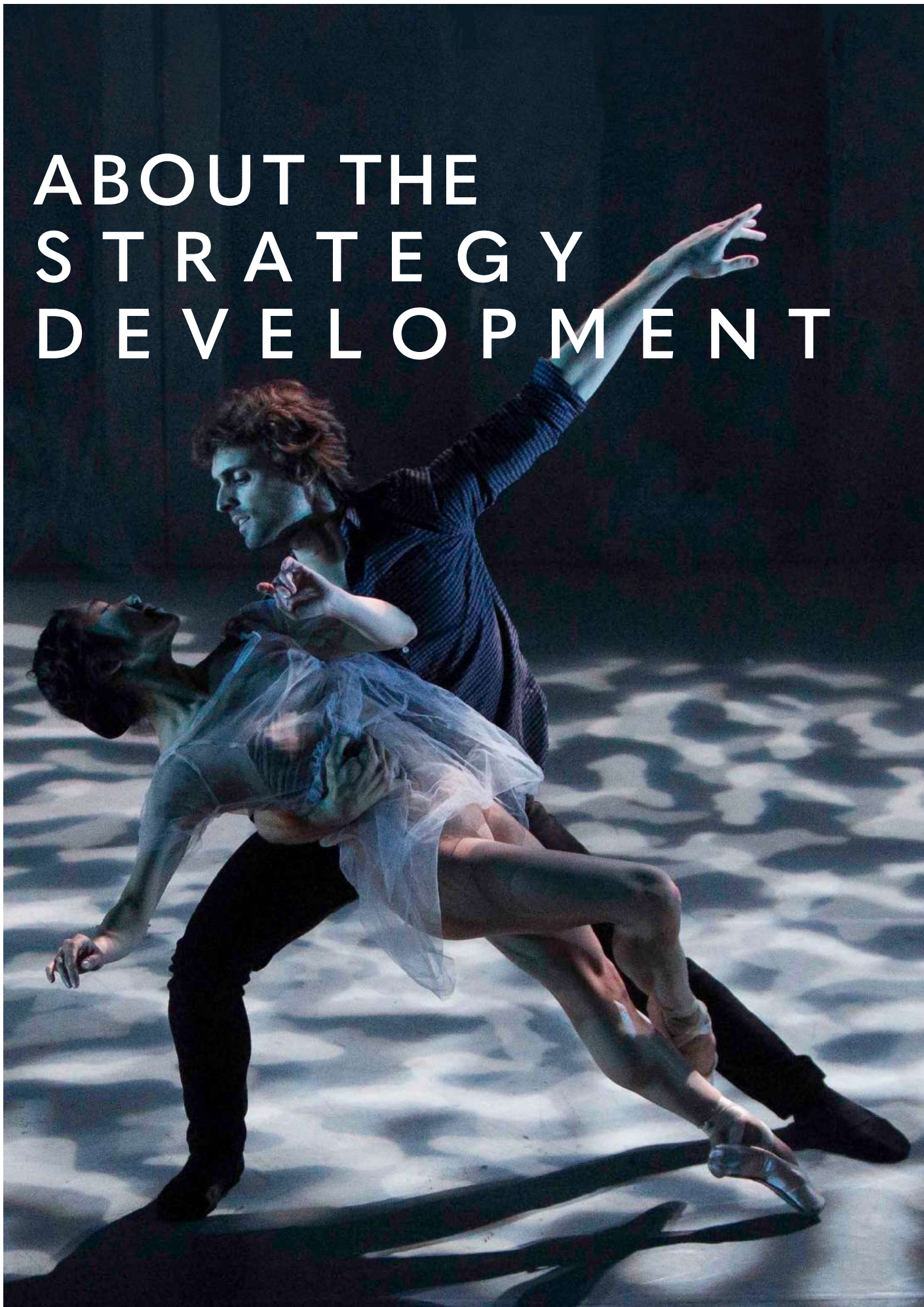
TO INCREASE THE EXECUTIVE TEAM TO DELIVER ON PRIORITIES AND GROW THE COMPANY'S INCOME BASE FOR FUTURE SUCCESS.

### HOW WE WILL ACHIEVE THIS:

- Address the significant gaps in staffing required for the company to grow
- Build on sponsorship and fundraising successes by increasing private investment in the company to broaden and grow its income base
- Find and establish, a space to become a home for Ballet Ireland and for ballet in Ireland







# ABOUT THE STRATEGY DEVELOPMENT

## ABOUT THE STRATEGY DEVELOPMENT

This strategy development involved a programme of consultation. In addition to reviewing the previous strategy, organisational information, external research and strategy reviews, there was input from the staff and board. External engagement focused on key stakeholders. Sessions covered perceptions of the effectiveness and impact of Ballet Ireland and its work, views on development areas and the ambitions, opportunities, and challenges of the coming four years.

The plan aligns with the Arts Council's strategy, Making Great Art Work 2016 - 2025 and the government's Framework Policy, Culture 2025.

We thank all those who contributed their time to the development of this strategy including: Oonagh Desire, Consultant in this process, and the direction provided by Ballet Ireland's Board of Directors Anne Marie Barton, Louise Carpendale, Gerardine Connolly, Heather Kennedy, Una O'Hare, Geraldine O'Loane, Eilis Quinlan.





IMAGES BY: Declan English, Ros Kavanagh and Noel Shelley DESIGN BY: Maeve Keane

# BALLET IRELAND

REGISTERED OFFICE: AGHER, SUMMERHILL, CO MEATH, A83 WK70  
TEL: +353 46 955 7585 | EMAIL: [INFO@BALLETIRELAND.IE](mailto:INFO@BALLETIRELAND.IE)  
REGISTERED TRADEMARK: 253463 | CHARITY NO. CHY13310  
REGISTERED CHARITY NUMBER: 20041090 | COMPANY NUMBER: 254744

