



## **Appendix 1 Strategy 2023-2027**

### **Impact Measurement Framework**

This impact framework reflects our joint objectives of supporting artists and developing audiences. We measure impact to the extent that it will inform how we design and improve our work. Some metrics are within our gift to measure within current resources, some are contingent on specific project funding.

Principles of impact measurement that we apply:

- We are clear about our hoped for outcomes in how we design programmes (and productions)
- We check for feedback from participants both during the roll out of programmes and at the end
- We ask programme participants, where relevant, if we can return to them in the future to gather data
- We value people's time, we only ask questions that are of material value, we respond to and act on positive and negative feedback
- We actively reflect on what we have learned and build it into future programme planning
- We abide by principles of GDPR

Artists	Outcomes We Seek	Data Collection	Qualitative Feedback
<p>We support artists at key stages of their careers through our International Mentorship programme.</p> <p>This programme is for 5 artists per annum. Core elements include the offer of time with an international mentor, time and a financial stipend for the artist to develop an idea, the opportunity to present their idea and learnings publicly plus support to travel to international events relevant to their practice.</p>	<p>For the participants:</p> <p>The development of an idea from nascent to project stage</p> <p>An increase in confidence in working an idea through comprehensively through the guidance of the mentor</p> <p>Expansion of networks in Ireland (with fellow participants and with Pan Pan) and Internationally (with their Mentor)</p>	<p>We collect the following quantitative data:</p> <p>No.s of applicants annually</p> <p>Diversity of applicants</p> <p>Diversity of participants</p> <p>No of activities (mentorship sessions, festivals attended both national and international, networking events attended over duration of mentorship).</p>	<p>All artists reflect on the process in a public forum (Symposium) with questions from both their mentor and the audience. This is an ideal opportunity to learn about the impact of the programme.</p> <p>The Symposium is recorded which allows for self-analysis by the participants and analysis of the impact of the programme by the company. It is our intention to build programme analysis into the brief of the project team.</p> <p>Among the things we are likely to listen for, are whether mentorship resulted in increases in:</p> <ul style="list-style-type: none"> <li>- Creative confidence</li> <li>- Development of artists' concept</li> <li>- Skills in transdisciplinary working</li> <li>- Presenting work in new settings</li> </ul> <p>Artists regularly return to us with feedback on how the concept they developed during the mentorship has progressed and invite us to their shows.</p>

			<p>We will proactively ask artists at the start of the process to connect with us, and we will codify and reflect on what we learn from the feedback we receive.</p> <p>We will modify our feedback forms accordingly (See current feedback form in Appendix 2)</p>
<p>As resources permit we will expand our impact measurement to cover all artists support programmes including: <b>Pan Pan Platform at Fringe</b> providing producing support, our <b>Associate Director and Designer</b> programme, and our <b>Starter Programme</b>.</p>			

<b>Audiences</b>	<b>Outcomes We Seek</b>	<b>Data Collection</b>	<b>Qualitative Feedback</b>
<p>Pan Pan is committed to reconnecting with its audience, improving audience numbers and increasing the diversity of its audience. To that end we will seek funding to increase public engagement activity in 2023 to enhance relationships with current audience members and to build relationships with communities that don't currently engage with our work.</p>	<p>An increase in gross audience numbers over time</p> <p>A consistent audience for every production</p> <p>An increase in the diversity of those attending Pan Pan productions</p>	<p>Audience numbers per production. (Note Pan Pan does not usually manage box office. Audience data is provided by venues and festivals).</p> <p><i>With additional resources - for a specific project:</i>            Numbers of audience attending an arts event for the first time?            Numbers who would come to a production/event of a similar vein again?</p>	<p>This might be achieved with a specific project, see Item F in our strategic plan</p>

Pan Pan will continue to develop impact measurement and, resources permitting, will collect data on the following metrics furthering our alignment with Making Great Art work and the Arts Council's International Policy

- Number of productions (by Pan Pan, or by those it has recently mentored) that are transdisciplinary
- Number of productions (by Pan Pan, or by those it has recently mentored) that are in non traditional settings
- Number of international residencies / peer engagement as part of formal networks by Pan Pan or by those it has recently mentored

Where capacity permits, we will also record the numbers of artists employed in a given year, their remuneration and commentary on working conditions.

**A note on capturing data relevant to EDI:** The Irish Human Rights and Equality Commission has stated that in order to take an evidence based approach on equality and diversity, public bodies need to collect data, and that data collection on equality grounds is consistent with General Data Protection Regulation (GDPR).

While identifying an appropriate legal basis under Article 6 and a permissible condition under Article 9 of the General Data Protection Regulation (GDPR) for processing personal data and special categories of personal data, is a matter for each public body as a data controller, the Commission is of the view that a legal basis and permissible condition does exist in both GDPR and the Data Protection Act, 2018, to allow public bodies to process personal data and special categories of personal data which may constitute equality data. Public bodies are reminded that the Public Sector Equality and Human Rights Duty is a statutory obligation placed on them.<sup>1</sup>

Arguably this rule can be applied to NGOs and arts organisations in receipt of statutory funding.

The core principles of legal data collection<sup>2</sup> are that the data is:

- **Aggregated and anonymised** to avoid identifying specific individuals
- **Collected fairly** (both through voluntary self-declaration and explicit consent) and for **specified legitimate purposes**
- **Accurate and adequate, relevant and not excessive** to the purpose for which it is stored

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<sup>1</sup> Irish Human Rights and Equality Commission FAQ on Public Sector Duty <https://www.ihrec.ie/our-work/public-sector-duty/faqs-on-the-duty/>

<sup>2</sup> See <https://www.dataprotection.ie/en/individuals/data-protection-basics/principles-data-protection>