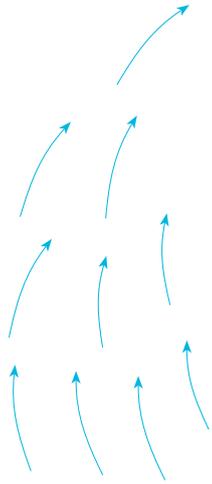
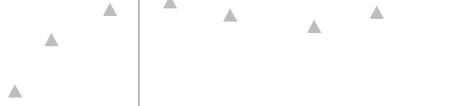


# New Stream

A project operated  
by Business to Arts

*Programming*



A R T

11

9

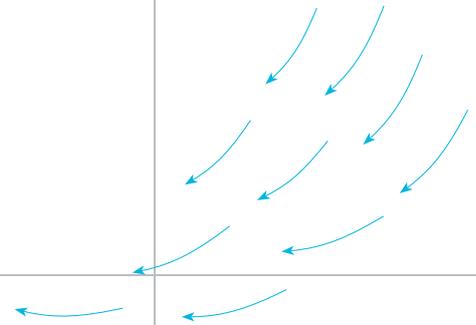
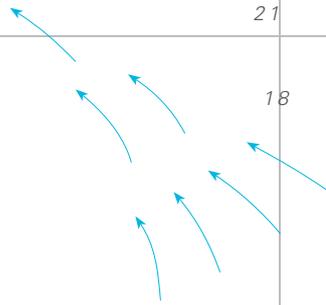
24

22

21

14

18



*Family*

Review 2012–13  
(Year 4)

I M P A C T

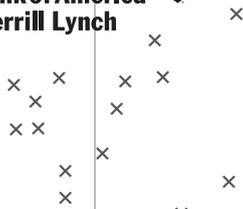
*Meredith*

*Institutional*



SUPPORTED BY

**Bank of America  
Merrill Lynch**



*Circle*

# New Stream

## Contents

Executive Summary	5
Introduction	6
Aims and Methodology	7
Calendar of Events 2013	8
Overview of Participants	9
Review of Funds Raised & Fundraising Experience	10
Review of DeVos Ireland Partnership	11
Review of Development Managers' Forum	18
Review of For Impact Fundraising Training	20
Review of New Stream Knowledge Centre	21
External Observations	22
Recommendations	24



SUPPORTED BY

**Bank of America**  
**Merrill Lynch**



# New Stream

## Executive Summary

This report analyses the fourth year of operation of the Bank of America Merrill Lynch supported *New Stream* project operated by *Business to Arts*.

The assessment and report was compiled by Andrew Hetherington and Anna Job of *Business to Arts* between January and February 2013. The assessment template for *New Stream* was developed by Alf Desire of Delcer Consulting. Further input has been received from the UCD School of Arts Management and Cultural Policy.

Qualitative research was undertaken on four of the six strands of *New Stream* – For Impact Fundraising Training, Development Managers’ Forum, the *New Stream* Partnership with the DeVos Institute of Arts Management at the Kennedy Center, and the *New Stream* Knowledge Centre.

At the end of the fourth year of *New Stream*, over €9million has been raised in cash/in kind by participants of *New Stream*. This represents a return of €16 for every €1 invested in *New Stream* by Bank of America Merrill Lynch over four years.

There were 313 participants in *New Stream* events in 2013, a 77% increase on 2012. Participants on the programme continue to value the capacity building training and networking forums, and recognise the role *New Stream* has in their professional/organisational development.

Following recommendations made in year three, the *New Stream* partnership with the DeVos Institute of Arts Management at the Kennedy Center was extended into a second year. This allows returning organisations to work with the DeVos Institute and *Business to Arts* on the implementation phase of their plans. A further 8 arts organisations were identified through an application process to join the programme in 2013. See [devosireland.org](http://devosireland.org) for further details.

The Development Managers’ Forum continues to meet on a regular basis and maintains a collaborative forum for professional arts fundraisers to provide peer support and to work on mutually beneficial opportunities. Following recommendations made in year three, a review of the Forum was completed in 2013.

For the first time, The *New Stream* Knowledge Centre has been reviewed. Users of the Knowledge Centre indicate that they will continue to use the resource in the future and believe it will be helpful to others fundraising in the arts.

Challenges identified by participants in *New Stream* include turnover of key staff, overall reduction of staff levels, recruitment embargos in National Cultural Institutions, a lack of succession planning for key staff, and insufficient time needed to effectively implement fundraising/strategic plans.

2014 will be the 5th year of support by Bank of America Merrill Lynch of the *New Stream* Project.

# New Stream

## Introduction

By Stuart McLaughlin, Chief Executive  
*Business to Arts*

The fourth year of our *New Stream* Evaluation marks continued progress for participating organisations and for the programme overall. Our new delivery model, with our partners in the DeVos Institute of Arts Management at the Kennedy Center has bedded down. We are witnessing results from this holistic approach to arts management.

Our belief is that this broader management focus contributes to more effective artistic programming, marketing and audience development and in turn, this supports effective fundraising. The results are showing this to be the case: the cumulative total of funds raised by participating organisations now stands at over €9 million.

This represents a remarkable return of 16 times the investment made by our primary supporter, Bank of America Merrill Lynch over the previous 4 years.

One aspect of *New Stream* that we have been particularly proud of over the last four years is the immediacy of the results achieved, and the continued upward trajectory in funds raised by participants.

We developed the programme in partnership with Bank of America Merrill Lynch in response to an emerging crisis in 2009; a crisis which has deepened its claws in subsequent years. There was no time for pilot programmes and we developed a lean, focused delivery model, that could adapt and evolve to the needs of our stakeholders. The results have borne out the value of this approach.

As we work on the fifth year of delivery we continue to use the evaluation of *New Stream* as a critical input in developing our plans for the

future. When placed alongside our environmental analysis of the cultural sector we build a unique insight into the challenges faced by Irish arts organisations and their Boards.

There are many contradictions apparent in this insight. On one hand we see a welcome emphasis from Government on the importance of generating income from new sources, but on the other the restrictions in hiring in the Public Service mean that many of our cultural institutions are, at the time of writing, without a dedicated development resource. This leaves organisations with limited capacity to grasp the opportunities that exist for adding to their public funding.

This disconnect also exists in other arts organisations of smaller scale. While the need for a full-time fundraiser may not be considered necessary, and examples from *New Stream* show that this can be the case, results can only be achieved where well-formed Boards are in situ and the executive recognise their collective role in attracting support.

This is often done against a backdrop of diminished resources, or an emphasis from funders on organisations reducing resources that are not directly linked to the delivery of artistic programming. For some participating organisations this has meant that the challenge of maintaining levels of current creative output alongside developing strategic plans has been considerable, and in some cases impossible. In the longer term, this may well prove to be counterproductive.

Our response to these challenges in *Business to Arts* is to develop our *New Stream* Programme in such a way that identifies and supports those organisations that are structured to succeed. We believe that we can grow

this group. However, our sense is that the true potential can only be achieved through greater joined-up thinking between organisations involved in resourcing, facilitating, funding and creating art in Ireland.

The sharing of information among peers is critical to the success of *New Stream*. As we enter the fifth year of the programme we will continue to strive to share this information as widely as possible. From the online knowledge centre, through to the development of a network of experienced arts professionals, we recognise the value of these assets. Our task now is to work with the arts and business communities in Ireland to realise that value.

In concluding, our congratulations go once again to those participating organisations who have been successful in applying the lessons from *New Stream* in their organisations. While the funds raised are significant and impressive, we know that many benefits of your investment in professional development will be realised in the future, both in your organisations and further afield.

Our thanks to Bank of America Merrill Lynch for their continued support of *New Stream*. Thank you also to the Department of Arts, Heritage and the Gaeltacht and the Ireland Funds for their investment in the programme too. In addition we would like to thank our delivery partners in DeVos Institute of Arts Management at the Kennedy Center for their commitment to the Irish cultural sector.

Each of our supporters' dedication and focus on Ireland and on our participant organisations is humbling and reflects the esteem with which our tradition of excellence in the arts is held both near, and far.

# New Stream

## Aims and Methodology

### Aims

- To provide a review of *New Stream* activity during 2013.
- To provide updated benchmark data for organisations involved with the DeVos Ireland Partnership using The Capacity Measurement Index developed by California State University.
- To provide an update on the amounts raised by participants.
- To establish priorities for year 5.

### Methodology

- The data for the *New Stream* review was collected via email correspondence, an online questionnaire, existing feedback to the DeVos Institute of Arts Management at the Kennedy Center, and telephone and face-to-face interviews.
- The scope of the review covers the Development Managers' Forum, For Impact Fundraising, the DeVos Ireland programme sessions and the *New Stream* Knowledge Centre.
- An end of year questionnaire was used by *Business to Arts* to gather feedback from individuals/organisations involved with For Impact Fundraising Training and the DeVos Ireland Partnership. In total, respondents from 34 organisations answered questions relevant to the *New Stream* element(s) they participated in. The question types were a mixture of Likert Scale evaluation and open-ended. To update the funds/in-kind support raised by For Impact and DeVos Ireland cohort, participants were requested to provide a figure that they were happy to attribute/part-attribute to the skills learned.
- As a part of the *New Stream* partnership with the DeVos Institute of Arts Management at the Kennedy Center, the Social Science Research Centre (SSRC) at California State University was also commissioned to administer The Capacity Measurement Index (CMI) to organisations taking part in the *New Stream* DeVos Programme. The survey was completed from July to October 2013. In total, 66 individuals representing 23 organisations were invited to participate in the survey. A total of 55 (83.3%) completed the survey. The CMI will be administered again to all participating organisations at the completion of year 5 and results will be monitored. Further information about the CMI is available on the *New Stream* Knowledge Centre. In addition to the results of the CMI, interviews with participant organisations are regularly published on the Knowledge Centre.

# New Stream Calendar of Events

## Date, Event & Location

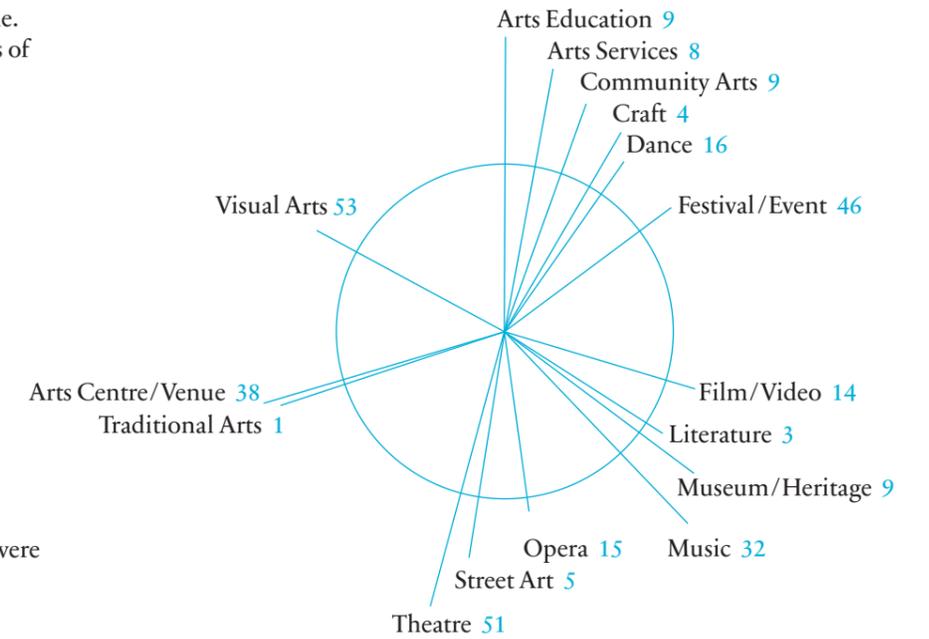
8/1/2013 Dublin Chamber of Commerce & British Irish Chamber of Commerce Briefing (Dublin) <i>Development Managers' Forum</i>	12/4/2013 Crowdfunding and Online Marketing – Discussion Group (Dublin) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
22/1/2013 Strategic Planning (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>	19/4/2013 Institutional Marketing – Discussion Group (Dublin) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
24/1/2013 Institutional and Programmatic Marketing (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>	30/4/2013 Boards and Fundraising: Special Events (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
30/1/2013 Boards and Individual Fundraising (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>	8/5/2013 Institutional and Programmatic Marketing: Social Media (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
26 & 27/2/2013 Planning for Success in the Arts Site Visits (Dublin) <i>DeVos Institute of Arts Management at the Kennedy Center</i>	13/5/2013 Strategic Planning: Internal Analysis (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
5/4/2013 Friends and Membership Programmes – Discussion Group (Dublin) <i>DeVos Institute of Arts Management at the Kennedy Center</i>	17 & 18/6/2013 Planning for Success in the Arts (Dublin) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
9/4/2013 The Good Form Campaign Briefing (Dublin) <i>Development Managers' Forum</i>	19, 20 & 21/6/2013 Planning for Success in the Arts Site Visits (Various locations) <i>DeVos Institute of Arts Management at the Kennedy Center</i>

17/9/2013 1% Difference Campaign Briefing <i>Development Managers' Forum</i>
19/9/2013 Boston College Arts & Business Program Briefing: Ellen Gilligan (Dublin) <i>Development Managers' Forum</i>
24/9/2013 Strategic Planning (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
17/10/2013 Institutional and Programmatic Marketing (Online) <i>DeVos Institute of Arts Management at the Kennedy Center</i>
<b>Non-Assessed Events</b>
25/2/2013 Sky Arts Ignition Fund Briefing (Dublin) <i>Brown Bag Briefing</i>
20/5/2013 For Impact Gathering (Dublin) <i>For Impact</i>
28/5/2013 Diversify Your Funding Landscape (Dublin) <i>Brown Bag Briefing</i>
10/10/2013 In Conversation with Sonal Shah (Dublin) <i>Brown Bag Briefing</i>

# New Stream Overview of Participants

In total, 313 people engaged with one or more *New Stream* events in year four. This is an increase from 177 in year three, 130 in year two, 111 in year one. The geographic and artform analysis of all participants is below.

## Artform Analysis of Participants



## Geographic Analysis of Participants

The majority of participants (77%) were based in Dublin – although 38% of those participants work for organisations with a national remit.



# New Stream

## Review of Funds Raised & Fundraising Experience

In order to ascertain how much (in € value terms) has been raised by organisations participating in *New Stream*, participants from 57 organisations were emailed with an update request. Valid responses were received from 32 organisations representing an overall 56% response rate. 96% of organisations participating in the DeVos Ireland Programme returned valid responses.

Respondents reported raising in excess of €3.6 million income and in-kind support in 2013. Over the four year period of the *New Stream* programme, in excess of €9 million cash and in-kind support has been raised by participants.

Non-respondents (typically from For Impact organisations) cited the following barriers to raising funds from the private sector:

- Turnover of staff/participants in *New Stream* events.
- Lack of human resources within organisation to implement learning.
- Difficulties in identifying appropriate donors/sponsors.
- Work overload & lack of time.
- Arts organisation no longer exists.

Table 1

Funds raised by participant organisations in € million

	2010	2011	2012	2013
<i>Funds Raised</i>	€1m	€2m	€2.4m	€3.6m
<i>Cumulative Total</i>		€3m	€5.4m	€9m

As shown in Table 1 above, the level of funds raised by participating organisations increased by 50% in 2013 to €3.6 million.

Table 2

Fundraising experience rating by participant organisations

	2010	2011	2012	2013
<i>Beginner</i>	61%	38%	13%	2%
<i>Intermediate</i>	30%	38%	43%	50%
<i>Skilled</i>	9%	20%	36%	36%
<i>Expert</i>	0%	4%	8%	12%

As shown in Table 2 above, the level of fundraising expertise reported by respondents continues to improve. 48% of respondents now consider themselves to be skilled or expert fundraising practitioners.

# New Stream

## Review of DeVos Ireland Partnership

### What is it?

The DeVos Ireland Partnership is a teaching and mentoring programme for Irish arts organisations that is modeled on the DeVos Institute's successful international programmes for arts organisations and managers.

### How has it developed?

Feedback in year two of *New Stream* identified that while fundraising skills were becoming more established, there was an increasing need for broader organisational development in order to facilitate fundraising. It was our belief that more could be achieved through increasingly effective strategic planning, longer term artistic programming and more aggressive marketing.

Following recommendations made in year three, the *New Stream* partnership with the DeVos Institute of Arts Management at the Kennedy Center was extended into a second year. The extension allows returning organisations to work with the DeVos Institute and *Business to Arts* on the implementation phase of their organisational plans for all six strategic areas (Artistic Programming, Marketing, Strategic Planning, Board, Fundraising and Management).

Attendees from each organisation were emailed with an update request. Valid responses were received from 22 organisations (96%).

### Key Insights:

- 100% of respondents continue to use the information they receive through DeVos Ireland programme to develop, inform or refine their fundraising strategies.
- 88% of respondents believe that as a result of the DeVos Ireland programme they have improved their understanding of how to build successful fundraising campaigns.
- 92% of respondents have developed a broader entrepreneurial fundraising mindset.
- 80% of respondents are able to relay the value of fundraising within their organisation.
- 77% of respondents are more confident in developing an internal/external fundraising sales pitch.

### What is the Capacity Measurement Index?

As a part of the DeVos Ireland partnership, the Social Science Research Centre (SSRC) at California State University administers an annual Capacity Measurement Index (CMI) to participating organisations. The CMI is a self-assessment tool for participant organisations. It captures quantitative and qualitative data and, when performed more than once by the same organisation, provides that organisation with a picture of how its capacity has changed over time.

The CMI helps to:

- Highlight existing weaknesses and strengths within participant organisations.
- Highlight where respondents from the same organisation (a board member and an executive director, for instance) have different interpretations of current capacity (e.g. one may believe Board size, strength and self-awareness to be sufficient, the other weak).
- When performed more than once, the CMI provides an organisation a view on its progress in key areas.

For the purpose of this evaluation, a summary of quantitative measures and aggregate capacity ratings registered by respondents for their organisations for all six strategic areas (Artistic Programming, Marketing, Strategic Planning, Board, Fundraising and Management) is included overleaf. Respondents rated their organisation's capacity in each strategic area on a sliding scale ranging from 1.0 to 4.0 (lowest to highest).

The results contained in the tables overleaf reflect the position of all participating organisations (ie. organisations involved in year one & two of the DeVos Ireland Partnership). Where 2012 CMI results are provided, these are for indicative purposes only. The CMI will be administered to all participating organisations at the end of the second year of the programme, in July 2014.

# New Stream

## Review of DeVos Ireland Partnership

Table 3

Artistic Programming Capacity Rating	Min 2013	Max 2013	Mean 2013
<i>Coherence and Regularity</i>	2.0	4.0	3.1
<i>Mission-Alignment</i>	2.0	4.0	3.2
<i>Integration of Programmes with Fundraising &amp; Institutional Marketing Efforts</i>	1.0	3.8	2.4

As shown in Table 3 above, respondents felt most favourably about the alignment of their artistic programme with their organisation's mission. They feel least favourable about the integration of their Artistic Programmes with Fundraising & Institutional Marketing.

### Key Insight

The average value for Programmatic Planning Time Frame (No. of months in advance) among CMI respondent organisations in 2013 was 15 months. In 2012 an average value of 9.8 months was reported among the CMI respondents.

### Selected Quotes

"Suddenly an organisation that was thinking in terms of a one year cycle, we are thinking two or three years ahead of ourselves and that's really exciting"

"One of the greatest perspectives that DeVos has brought to our organisation is the importance of the multi-annual programming and budget forecasting"

"The DeVos Programme has given us the ability to put (funding issues) aside a bit and actually just think about what Michael Kaiser calls 'the dreaming'. It actually works!"

Table 4

Marketing Capacity Rating	Min 2013	Max 2013	Mean 2013
<i>Strength, Regularity and Planning</i>	1.9	3.9	2.7
<i>Overall Planning and Effectiveness of Programmatic Marketing</i>	1.3	3.8	2.8
<i>Level of Community Engagement</i>	1	4.0	3.0

As shown in Table 4, respondents felt most favourably about the level of community engagement. They feel least favourably about their organisations' strength, regularity and planning of marketing efforts. Average ratings below 3 suggest room for improvement.

### Key Insight

The average Number of Full-Time Staff Dedicated Solely to Marketing among CMI respondent organisations in 2013 was 1.2. This is up slightly from an average of 1 among CMI respondents in 2012. The median value has remained the same at 1.

### Selected Quotes

"...while we have many meaningful relationships and the community is generally aware of the organisation, there is always work to do to make the arts meaningful to swathes of the community."

"We have pulled back on programmatic marketing and this was the primary focus of our marketing efforts previously... We are under-resourced for marketing."

"We have developed a marketing plan across our activities which has resulted in regular visibility across all media platforms."

# New Stream

## Review of DeVos Ireland Partnership

Table 5

Strategic Planning Capacity Rating	Min 2013	Max 2013	Mean 2013
Quality of Strategic Plan	1.0	3.6	2.8

As shown in Table 5, when participants were asked to rate the quality of their strategic plan, they reported a mean rating of 2.8. The equivalent value from CMI respondents in 2012 was 2.6. Average ratings below 3 suggest room for improvement.

### Key Insights

More than half of participants in the DeVos programme report that they have revised or completed their strategic plan.

### Selected Quotes

“The DeVos programme made us focus on the way that we plan artistically and strategically...we have plans for about 2 years ahead and that’s the nature of the business that we’re in”

“We have a 5 year plan in place, we routinely have team away days, board/staff away day. Unfortunately, beyond 12 months the plans are largely aspirational.”

“We have become more ambitious but also more strategic [...]. We don’t do any projects on our own now, everything we do is in partnership with another organisation”

Table 6

Board Capacity Rating	Min 2013	Max 2013	Mean 2013
Board Size, Strength, and Self Awareness	1.0	3.5	2.7
Organisation’s Stewardship of Board Members	1.0	3.6	2.5

As shown in Table 6, the mean capacity ratings for both Board Size and Strength, and the Stewardship of Board Members are below 3.0. This suggests room for improvement.

### Key Insights

The average number of board members among CMI respondent organisations in 2013 was 9.4. This is up slightly from an average value of 8.8 among CMI respondents in 2012. The median value remains at 8.

### Selected Quotes

“Following the American model was a step towards strengthening the relationship with board members, involving them more closely with upcoming projects and fundraising initiatives.”

“We have to re-educate ourselves and help the board see that they can be as beneficial to promoting the institution as the executives”

“Having that board involvement... was absolutely vital, I think it’s really the key thing in insuring that the programme was going to be done in a top to bottom way that has meaning and impact and it means that we’re serious”

# New Stream

## Review of DeVos Ireland Partnership

Table 7

Fundraising Capacity Rating	Min 2013	Max 2013	Mean 2013
Donor/Grantor Group Size	1.0	3.2	2.0
Prospecting, Cultivating, Soliciting, Stewardship	1.0	3.5	2.2

As shown in Table 7, mean ratings for both key facets of fundraising capacity are below 3.0 and no single rating meets a maximum possible score of 4.0, suggesting there remains significant scope for improvement.

### Key Insights

The average number of full-time staff dedicated solely to fundraising among CMI respondent organisations in 2013 was 0.9. The median value remains low at 0.4.

### Selected Quotes

“We carefully steward and engage our donor pool which currently numbers about 25.”

“Fundraising is a recent but escalating priority, but still without dedicated resourcing or planning. We are aware of the need but uncomfortable with the investment.”

“There is a change in what they get in terms of stewardship, in terms of looking after them, in terms of thinking of them as family, in terms of making them feel appreciated.”

“We are making strategic efforts to facilitate regular prospecting through our family, staff and board, but are under-resourced to seriously increase our various donor bases.”

“We have strengthened relationships with existing funders; however, this has taken all our resources.”

Table 8

Number of Employees	Full-Time	Part-Time
Less than 5	38.9%	47.1%
5 to 10	33.3%	17.6%
11 to 15	5.6%	17.6%
More than 15	22.2%	17.6%

As shown in Table 8 above, there is a spectrum of organisations involved in DeVos Ireland with the majority having less than 10 full or part-time employees.

### Key Insights

The average number of full-time staff among CMI respondent organisations in 2013 was 15.7. The median value was 5.0.

The average number of part-time staff among CMI respondent organisations in 2013 was 10.3. The median value was 5.0.

The vast majority of respondents reported that their organisations do not have a succession plan in place for essential high level artistic and executive personnel.

# New Stream

## Review of Development Managers' Forum

By Louise O'Reilly, Network Development Manager, Science Gallery International (Chair)

### What is it?

The Development Managers' Forum was established in 2009 and is a network of professional Development/Fundraising Managers that emerged from *New Stream* (For Impact Training and quarterly Development Managers' Fora).

### How has it developed?

The Forum continues to address the need for on-going and regular mutual support by and for Development Managers. It also continues to develop by growing the network beyond *New Stream* participant organisations. It meets approximately 8 times per year. It aims to:

- advocate for and to attract diverse investment towards the arts sector in Ireland.
- provide Development Managers with the opportunity to work together on areas that are not necessarily a business priority for *Business to Arts*.
- empower Development Managers to take responsibility for their own, and for the group's development.
- move the group towards a position of self-sustainability, presenting leadership and a collective voice beyond their collaboration with *Business to Arts*.

### Key Insights

The Development Managers' Forum continues to provide invaluable sectoral insights and peer support for the small group of formal arts fundraisers in Ireland. Instigated by *Business to Arts* under *New Stream*, the group is now constantly self-evaluating and evolving, supported continually by *Business to Arts*.

The DMF sees within itself the opportunity to raise the professional profile of arts fundraisers within the sector and beyond, by bringing together the more established arts fundraisers with the new generation, across all art forms, to share best practice, market experience and to seek out external expert advice on critical issues impacting the role of fundraisers today.

In the context of a challenging economic climate and reduced public funding, the Government recommends that the sector develop private sources for additional funding. The DMF will seek to find ways to influence and help develop the philanthropic culture through advocacy within their own individual spheres, across the corporate sector, and ultimately with policy makers. The DMF represents the collective arts fundraising voice operating at the coalface of this challenging climate and culture.

### Key Events in 2013

- Information session by John McGrane on Dublin Chamber of Commerce & British Chamber of Commerce activities (January).
- Information session by Bruce Clarke (ICTR) on The Good Form (March).
- Update by Philanthropy Ireland on the 1% Difference Campaign (September).
- Review of the Development Managers' Forum facilitated by Clare Duignan (December).

### Key Achievements in 2013

- Increasing membership.
- Developing the group as a collaborative unit benefitting practically from the sharing of knowledge, information and peer learning.
- Enhancing our collaborative role as advocates for the arts sector as an attractive investment vehicle for the private sector.
- Establishing understanding/sharing insights into the Alcohol Sponsorship Debate, Forum on Philanthropy and Fundraising, The Arts Council's RAISE programme, and *New Stream* DeVos Ireland Programme.
- Submissions to the Arts Council in relation to the RAISE programme.

### Areas for Improvement

Following a review of the objectives of the group:

- Address the fact that development is often seen as a dirty word within the sector.
- Advocate for an 'organisation-wide' approach to development.
- Be more vocal in expressing our opinions about critical sectoral issues.
- Broaden the group to include more development managers – including those recently appointed through the Arts Council's RAISE programme.
- Educate internal and external stakeholders and other decision-makers about the need to support the arts eg. Ministerial advisors, board members etc.
- Delegate certain topics/areas among sub-groups to ensure the wide breadth of interests are addressed.

### Current Challenges for Development Managers in the Arts

- Diverse responsibilities of Development Managers.
- Broadening communities of support including title sponsors.
- Knowledge of fundraising within arts organisations.
- Enhancing overall brand of arts organisations.
- Communicating a complicated offering externally.
- Recruitment embargo in public sector arts organisations.
- Managing fundraising expectations of Boards.
- Balancing decline of public funding and generating new private income.

# New Stream

## Review of For Impact Fundraising Training

### What is it?

Delivered by the Suddes Group, For Impact (FI) Fundraising Training is in depth one-on-one training and consulting which provides practical solutions for non-profits to raise money.

### How has it developed?

For Impact Fundraising Training was delivered twice as part of *New Stream* in year one and two. In year four, a review of FI called 'For Impact Gathering' was held at the Abbey Theatre. In total, representatives from 42 arts organisations have taken part in training held with FI since *New Stream* began. Attendees from each organisation were emailed with an update request. Valid responses were received from 22 organisations (52%).

### Key Insights

- 90% of respondents continue to use the information they received through FI to develop, inform or refine their fundraising strategies.
- 100% of all respondents believed that as a result of FI training they had improved their understanding of how to build a successful fundraising campaign.
- 96% had developed a broader entrepreneurial fundraising mindset.
- 83% were more able to relay the value of fundraising within their organisation.
- 78% were more confident in developing an internal/external fundraising sales pitch.

# New Stream

## Review of New Stream Knowledge Centre

### What is it?

Since the beginning of *New Stream*, one of its guiding principles has been to share the knowledge gained across the cultural sector as widely as possible.

The *New Stream* Knowledge Centre ([businessstoarts.ie/newstream](http://businessstoarts.ie/newstream)) is a microsite which aims to inform and improve arts fundraising and management practice in Ireland.

The microsite provides an opportunity to reflect on key learning, to show practical examples of some of the great work achieved by participants, and provide tips and hints from industry participants.

### Key Insights

- 64% of respondents to the annual survey had read articles on the *New Stream* Knowledge Centre.
- 92% stated they will use the *New Stream* Knowledge Centre in the future.
- 92% stated the *New Stream* Knowledge Centre will be of use to others fundraising in the arts.

# New Stream

## External Observations

By Pat Cooke, Director,  
MA in Cultural Policy and Arts  
Management, UCD

The latest evaluation of the *New Stream* programme raises some forthright questions about how the investment in creating a trained cohort of arts sector fundraisers can be leveraged to insure a long-term, sustainable contribution to the overall funding of the arts in Ireland. The evaluation highlights restrictions on recruitment to the Public Service as leaving organisations with ‘limited capacity to grasp the opportunities that exist for adding to their public funding.’ This surely gets to the heart of an important matter. The average number of staff dedicated solely to fundraising among CMI respondent organisations in 2013 is reported as 0.9. This still represents less than one full-time member of staff dedicated to what is a hugely demanding role, requiring sustained contact and continuity of engagement with clients and stakeholders to be fully effective. This poses a fundamental challenge for the sustainability of *New Stream* and its legacy effects on arts fundraising in Ireland.

To address this challenge *New Stream* should firstly seek to identify and make explicit the value of networks that have been built through the process, and then leverage those networks to lobby for the kind of inputs that will ensure the sustainability of the fundraising process. This level of understanding is already implicit in such statements as ‘the sharing of information among peers is critical to the success of *New Stream*’, and in the aim of moving the Development Managers’ Forum towards ‘a position of self-sustainability, presenting leadership and a collective voice beyond their collaboration with *Business to Arts*’.

One practical suggestion in this context would be to look at the criteria for the Capacity Measurement Index, with a view to adding a dimension that captures external network effects along with the internal capacities currently identified. In general, the understanding of capacity building as a conceptual tool should not be confined to intrinsic organisational gains, but should also register external dimensions that more holistically capture the full range of values gained through the *New Stream* experience.

The strategic planning skills embedded in the programme seem to be already providing a credible basis for building this network capacity. The quoted comment that ‘we don’t do any projects on our own now, everything we do is in partnership with another organisation’, is indicative of the potential for development in this area.

The strengthening of these network relationships provides a basis for forging the existing cohort of *New Stream* graduates into an effective lobbying group to campaign for realistic levels of government support and input, without which effective fundraising in arts organisations cannot be a sustainable long term project. Again, this lobbying role is implicit in the objective of educating ‘internal and external stakeholders and other decision-makers about the need to support the arts’. In this connection the group might also look to make common cause, and share research and resources, with the National Campaign for the Arts.

A separate recommendation would be to carry out a more systematic analysis of the split between cash and in-kind support reported throughout the five year history of *New Stream* to produce a more comprehensive picture of the full range of benefits available through the negotiating process. Benefit-in-kind gains can be a source of real value for an organisation. However, if their full value is to be effectively leveraged it would be good for participants to be afforded a better insight into the range and variety of benefits that are possible, to develop learning capacity around how to negotiate them, or how to negotiate more complex deals involving cash and benefit-in-kind elements.

# New Stream

## Recommendations

### Development Managers' Forum

The overall feedback from the Chair of the group acknowledges the group's important knowledge/position in the sector. In order to develop this position, the DMF should be broadened to include more Development Managers, particularly those appointed through the RAISE programme.

Identify a range of external speakers that can address the group in 2014 about current trends in Political Advocacy, Title Sponsorship and Communication Skills.

Examine, advocate for and develop a shared-opinion on succession planning for fundraising/development among DMF organisations.

*Business to Arts* to continue to focus on assisting the group to attain self-sufficiency and visibility in the sector; to ensure that the group avoid becoming an interest group/cliقة and continue to move further toward their collective role as advocates for investing in the arts.

### For Impact

Organise personalised recaps of For Impact as 100% of respondents would like to attend a review if it was organised.

Establish a Focus Group to further assess perceptions, opinions, beliefs, and attitudes towards fundraising in small organisations. From a selection of responses, it is clear that smaller organisations require a sustained fundraising/development programme to overcome their staff turnover and other human resource challenges.

### DeVos Ireland Programme

Board level involvement in the programme is considered a key strength among participating organisations. Encourage, and potentially incentivise, increased board-level engagement among current participants.

To ensure the longevity of the investment in people and organisations involved in this programme, consider enhanced training opportunities for participants that can act as teachers/mentors/consultants to other organisations in the future.

Continue to create opportunities for participating organisations to meet and compare and contrast their experience so far with the DVIAM programme. This will assist participants to situate the programme more solidly in an Irish context.

Advocate for the implementation of succession plans in organisations around key roles.

Identify opportunities to create a new initiative which achieves three aims:

- Brings new income into arts organisations that have demonstrated a commitment to effective planning and delivery of great art.
- Incentivise and leverage private sector support to increase local support of cultural organisations.
- Create cases studies which demonstrate the potential impact of mutually beneficial partnerships through education of both arts and business partners.

### Knowledge Centre

Explore ways to measure ongoing engagement with the online Knowledge Centre.

# New Stream

## Contact

For further details on any element of *New Stream* please feel free to contact us at:

*Business to Arts*  
44 East Essex Street  
Temple Bar Dublin 2  
T +353 1 672 5336 F +353 1 672 5373  
info@businessstoarts.ie  
www.businessstoarts.ie

Pat



Carrot

Tom

DeVos

Michael



I N S T I T U T I O N

13

12

2

5

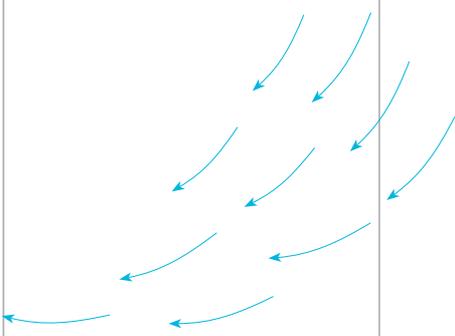
20

9



Georgina

Brett



T U N N E L

Return

Maeve

Strategy

