

New Stream

A project operated
by Business to Arts

Institute

Review 2013–14
(Year 5)

S O C I E T Y

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New Stream

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New Stream

Executive Summary

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

The assessment and report was compiled by Andrew Hetherington and Margarita Vásquez Cárdenas of *Business to Arts* between November 2014 and January 2015. The assessment template for *New Stream* was developed by Alf Desire of Delcer Consulting in 2010. Further input has been made by the UCD School of Arts Management and Cultural Policy and the DeVos Institute of Arts Management at the University of Maryland.¹

Qualitative research was undertaken on four of the six strands of *New Stream* – For Impact Fundraising Training, Development Managers' Forum, the DeVos Ireland Partnership and the *New Stream* Knowledge Centre.

At the end of the fifth year of *New Stream*, over €13 million has been raised in cash/in kind by participants of *New Stream*. This represents a return of €21 for every €1 invested in *New Stream* by Bank of America Merrill Lynch over five years.

There were 249 participants in *New Stream* events in 2014, a 20% decrease on 2013. This reflects a focus from the project on delivering a year-long DeVos Ireland Partnership to 8 new organisations, rather than the less intensive and regular Brown Bag Briefings for a wider group of organisations. Regarding the decrease in Year 5, this number of participants continues to represent

an increase on Years Three, Two and One. In general, participants on the programme value the capacity building training and networking forums, and recognise the role *New Stream* has in their professional and organisational development.

Following recommendations made in Year Three, the *New Stream* partnership with the DeVos Institute was extended into a second year, which culminated in 2014. In line with the core principles of *New Stream* (evaluation, transparency & sharing of learning), four in-depth case studies were published on the Knowledge Centre featuring a range of organisations participating in the DeVos Ireland Programme. A programme overview highlighting the outcomes of the two-year teaching and consulting partnership was also published and is summarised in this document.

The Development Managers' Forum (DMF) 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 Four, a total of six external parties spoke to the group regarding current trends in political advocacy, tax changes and communication skills. The DMF was broadened to include more Development Managers as well as The Arts Council's RAISE 1 participants.

The *New Stream* Knowledge Centre has been reviewed for a second time. The majority of users of

the Knowledge Centre have indicated that they will continue to use this resource in the future and believe it will be helpful to others fundraising in the arts.

Common barriers identified by participants in *New Stream* include turnover of key staff, a lack of succession planning for key staff, limited staff capacity/numbers for effective fundraising and marketing, insufficient time and human resources needed to effectively implement fundraising/strategic plans.

2015 will be the 6th year of support by Bank of America Merrill Lynch of the *New Stream* Project.

1. The DeVos Institute relocated its activities from the John F. Kennedy Center for the Performing Arts to the University of Maryland in September 2014.

New Stream

Introduction

By Andrew Hetherington
Chief Executive, Business to Arts

2014 marked the end of the fifth year of operation of the *New Stream* project which is supported by Bank of America Merrill Lynch; The Department of Arts, Heritage & the Gaeltacht; The Ireland Funds; and *Business to Arts*' wider corporate membership base. Our annual evaluation serves as an activity and point in time to assess and progress the impact of this long-term capacity-building programme with a set of arts organisations in Ireland.

The headline results from 2014 are significant. Participants assessed in Year Five report raising over €4 million in new income. Over the five years of *New Stream*, participants have reported raising over €13 million. This represents a return of 21 times made on the investment by *New Stream*'s primary supporter, Bank of America Merrill Lynch.

2014 also marked the culmination of the landmark two-year programme with the DeVos Institute of Arts Management at the University of Maryland. This programme provides a teaching and consulting programme to support 23 Irish organisations in artistic planning, fundraising, marketing, strategic planning, financial planning and board development.

Having been involved with *New Stream* since its establishment, I believe the work and changes implemented by participants in the DeVos Ireland Programme are essential for understanding the context of arts organisations' fundraising success in an evolving political, social and economic context.

Participant arts organisations report they:

- are planning their artistic programmes further in advance, with the majority no longer planning less than 12 months in advance
- are improving their marketing activities, resulting in an increase in earned revenue (box office receipts, merchandise sales, rentals, etc.)
- 33% have increased human resources dedicated to fundraising
- The majority have increased both the number of individual donors contributing to their organisations, and the revenue contributed from those donors
- Where Boards exist among participant organisations, they report a significant increase in board engagement
- 83% began, revised, or completed a Strategic Plan

We are now working on Year Six and Seven of *New Stream* and are delighted to announce the renewed commitment of Bank of America Merrill Lynch and the Department of Arts, Heritage & the Gaeltacht to the programme for 2015 and 2016. Over the course of the next two years we will work with approximately 10 Irish organisations identified through a competitive application process, for a DeVos Ireland Programme beginning in April 2015.

In 2015, we will begin a pilot project with Dublin City Council Arts Office. This project is aimed at developing an Arts in Education Fund in the Docklands Area. Along with the Arts Council of Ireland, Local

Authorities throughout Ireland are a vital part of the arts funding mix. We hope this pilot can provide a model for further collaboration between public and private funders and enhance sources of funds available for arts in education activities and access to arts experiences.

With 86% of *New Stream* participants surveyed stating that they will continue to use the *New Stream* Knowledge Centre in the future, we will continue to develop this free resource for all stakeholders interested in arts fundraising in Ireland.

We are enormously grateful to Bank of America Merrill Lynch for their continued investment in the *New Stream* project and its aims. Thanks also to Minister Heather Humphreys TD, and the officials of the Department of Arts, Heritage & the Gaeltacht as well as The Ireland Funds for their continued support and investment in *New Stream*. In addition, we would like to thank the team at the DeVos Institute of Arts Management at the University of Maryland as well as our former Chief Executive, Stuart McLaughlin, for their considerable and ongoing commitment to the arts in Ireland.

Finally, our congratulations go to those arts organisations that have invested considerable time and resources in their participation in *New Stream*, and been successful in applying the learning from it. We look forward to working with our next set of participants in the DeVos Ireland Programme.

New Stream

Aims and Methodology

Aims

- To provide a review of *New Stream* activity during 2013/14
- To provide an update on the amounts raised by participants
- To establish priorities for Year 6 and 7

In addition to the results of the year-end questionnaire, interviews with participant organisations were published throughout the year on the Knowledge Centre.

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 and telephone and face-to-face interviews.

The scope of the review covers the DeVos Ireland programme sessions, Development Managers' Forum, For Impact Fundraising 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 42 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 the 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.

New Stream

Calendar of Events

Date, Event & Location

11/11/2013 Annual Review – facilitated by Clare Duignan (Dublin) <i>Development Managers' Forum</i>	8/4/2014 Engaging with the Public Sector – Brendan Kenny (Dublin) <i>Development Managers' Forum</i>	17/6/2014 Building Capacity in the Arts in a Time of Challenge (Dublin) <i>DeVos Institute of Arts Management</i>
21/11/2013 Corporate & Foundation Fundraising (Online) <i>DeVos Institute of Arts Management</i>	9/4/2014 Introduction to For Impact Fundraising (Dublin) <i>For Impact</i>	12/8/14 Implementation of Section 848a Taxes Consolidation Act Changes (Dublin) <i>Development Managers' Forum</i>
23/1/2014 Planning for Success in the Arts – Programmatic Marketing (Dublin) <i>DeVos Institute of Arts Management</i>	22/4/2014 Institutional Marketing (Online) <i>DeVos Institute of Arts Management</i>	21/8/2014 – 22/8/2014 For Impact Office Hours Event (Dublin) <i>For Impact Fundraising</i>
24/1/2014 Planning for Success in the Arts Site Visits (Dublin) <i>DeVos Institute of Arts Management</i>	30/4/2014 Boards and Fundraising: Special Events (Online) <i>DeVos Institute of Arts Management</i>	14/10/2014 Influencing Cultural Policy – Eve Anne Cullinan and Pat Cooke (Dublin) <i>Development Managers' Forum</i>
29/1/2014 Implementation & Financial Planning (Online) <i>DeVos Institute of Arts Management</i>	7/5/2014 Board Engagement: Social Media (Online) <i>DeVos Institute of Arts Management</i>	Non-Assessed Events 19/11/2013 Sky Academy Arts Scholarships Briefing (Online) <i>Brown Bag Briefing</i>
18/2/2014 Introduction to For Impact Fundraising (Dublin) <i>For Impact</i>	14/5/2014 International Fundraising by Abbey Theatre & Wexford Festival Opera (Dublin) <i>Development Managers' Forum</i>	20/10/2014 Sustaining and Building Audience in a Time of Challenge – John Gilhooly and Éamonn Lawlor (Limerick) <i>Brown Bag Briefing</i>
11/2/2014 How to Advocate for the Development Sector Politically – Gerard Howlin and Senator Jillian Van Turnhout (Dublin) <i>Development Managers' Forum</i>	28/5/2014 Strategic Planning (Online) <i>DeVos Institute of Arts Management</i>	
13/3/2014 Individual Fundraising (Online) <i>DeVos Institute of Arts Management</i>	16/6/2014 Planning for Success in the Arts (Dublin) <i>DeVos Institute of Arts Management</i>	

New Stream

Overview of Participants

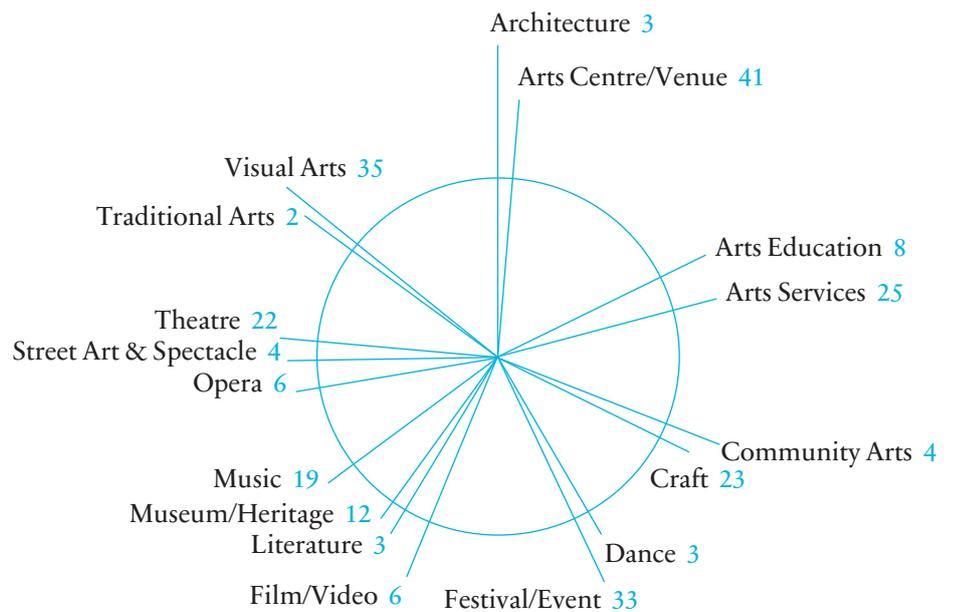
In total, 249 people engaged with one or more *New Stream* sessions in Year Five. This is a 20% decrease from 313 in Year Four, reflecting a reduced budget and the focus on DeVos Ireland Programme for 8 new organisations.

Table 1

Year on Year Participation

Year	2010	2011	2012	2013	2014
<i>People engaged</i>	111	130	177	313	249

Artform Analysis of Participants 2013/14



Geographic Analysis of Participants 2013/14

The majority of participants (62%) were based in Dublin – although 60% of the Dublin participants work for organisations with a national remit.



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New Stream

Review of Funds Raised & Fundraising Experience

In order to ascertain how much (in € value terms) has been raised by organisations who have participated in *New Stream*, participants from 51 organisations were emailed with an update request. Valid responses were received from 42 organisations representing an overall 82.4% response rate. 88% of organisations who participated in the DeVos Ireland Programme returned valid responses. 77% of organisations who participated in the For Impact Fundraising Training returned valid responses.

Respondents reported raising in excess of €4.3 million cash and in-kind support in 2014. Over the five year period of the *New Stream* programme, in excess of € 13.3 million cash and in-kind support has been raised by participants.

Respondents indicated the following barriers to raising funds from the private sector:

- Turnover of staff creates a loss of organisation's fundraising knowledge
- Lack of human resource within organisation to implement learning
- Work overload & lack of time

Table 2

Funds raised between 2010 – 2014

	2010	2011	2012	2013	2014
Funds Raised	€1 m	€2 m	€2.4 m	€3.6 m	€4.3 m
Cumulative Total		€3 m	€5.4 m	€9 m	€13.3 m

As shown in Table 2 above, the level of funds raised by participating organisations increased by 19.4% in 2014 to €4.3 million.

Table 3

How would you rate your fundraising expertise?

	2010	2011	2012	2013	2014
Beginner	61%	38%	13%	2%	12%
Intermediate	30%	38%	43%	50%	57%
Skilled	9%	20%	36%	36%	21%
Expert	0%	4%	8%	12%	10%

Table 3 above, represents the fluctuating nature of fundraising within arts organisations in Ireland as a developing career. *Beginner* expertise has increased by 10% and is attributed to an increase in the number of first-time organisations and individuals participating in For Impact Training in 2014. *Skilled* and *Expert* levels have decreased; this can be attributed to ongoing turnover of fundraising staff within organisations.

New Stream

Review of DeVos Ireland Partnership

What is it?

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

How has it developed?

Feedback in the early years of *New Stream* indicated that while fundraising skills were becoming more established, there was an increasing need for broader organisational development in order to facilitate fundraising. Participants felt 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 was extended into Year Four and Five. The extension allowed returning organisations and 8 new organisations to work with the DeVos Institute and *Business to Arts* on the preparation and implementation phase of their organisational plans for all six programme areas (Artistic Programming, Marketing, Strategic Planning, Board, Fundraising and Management).

Year Five saw four in-depth case studies (Clonmel Junction Festival, The Abbey Theatre, The Ark and Wexford Festival Opera) produced, available via *Business to Arts*' website and through the Knowledge Centre. These case studies demonstrate the potential impact of mutually beneficial partnerships through the education of both arts and business partners.

Each participating organisation in the Year Five Review was emailed with an update request. Valid responses were received from 22 organisations (88%).

Key insights

- 100% of respondents continue to use the information they receive through DeVos Ireland programme to develop, inform or refine their fundraising and/or organisational strategies
- 96% of respondents believe that as a result of the DeVos Ireland programme they have improved their understanding of how to build successful fundraising campaigns
- 82% of respondents have developed a broader entrepreneurial-fundraising mindset
- 91% of respondents are able to relay the value of fundraising within their organisation
- 86% of respondents are more confident in developing an internal/external fundraising sales pitch
- 71% of respondents would be interested in participating in a programme in 2015–2016

Programme Outcomes

During the course of Year Five a report titled "Programme Outcomes: *New Stream* Capacity Building Intensive (2012–2014)"² was published by the Institute and *Business to Arts* on the occasion of a capstone event. It looked at the programme outcomes and how they could be applied in the European context. 23 organisations took part in the two year programme.

The report is divided into five key areas that highlight the programme's hard skill development and organisational cultural change. These areas are: Artistic Planning, Marketing, Fundraising, Board Engagement and Strategic Planning.

2. <http://www.businessstoarts.ie/newstream/knowledge-centre/devos-ireland/tips-from-the-industry/>

Table 4

Key Performance Indicators – Artistic Planning

	6 – 12 months	13 – 24 months	25 – 36 months
<i>Percent of organisations in 2012</i>	92%	8%	0%
<i>Percent of organisations in 2014</i>	0%	83%	17%

As shown in the Table 4 above, participating organisations are planning their artistic programming of activities further in advance compared to 2012, with a shift towards 13–24 months in advance. For organisations with limited financial resources, long-term artistic planning is the necessary condition to successful marketing and fundraising.

Key insights

- 100% of reporting organisations lengthened their artistic planning timelines. The number of organisations planning their artistic programming less than one year in advance decreased by 92%
- The number of organisations planning their artistic programming more than two years in advance increased by 17%
- Following the programme, no organisations reported planning less than 12 months in advance, a culture shift illustrating a break from an annual planning cycle

Selected Quotes

“We moved from a fairly chaotic schedule with numerous overlapping exhibitions to defined seasons around a theme that relates to the museum’s mission as a research institution.”

“Advance planning of our artistic programme has become a priority. We have gone from annual planning to planning almost two years in advance. Our goal will be to increase advance planning to three years in 2014 and to produce a financial plan for at least three years in advance to help us plan our fundraising goals.”

“Now when talking to potential investors we don’t go in pitching our track record but rather, talk about what is in the works for next year.”

Table 5

Key Performance Indicators – Marketing

Marketing Productivity Increase	Total Earned Revenue Increase	Organisations Increasing Earned Income	Expanded Audience Base
34%	10%	58%	67%

As shown in Table 5 above, the impact of Strategic Planning and a longer planning time frame has contributed to organisations improving their productivity through marketing efforts, increasing total earned revenue, and expanding their audience base.

Key insights

- Marketing productivity (total earned revenue divided by the number of staff members devoted to marketing) increased by an average of 34%
- Participant organisations reported a 10% increase in total earned revenue during the two year period. 58% of organisations increased their earned income (box office, fundraising etc).
- 67% of organisations expanded their audience base (their family)
- Increasing the numbers of staff allocated to marketing continues to be a struggle for many organisations. During the two year period 36% of organisations reported a decrease in staff in this area. 27% reported no change in marketing staff numbers.

Selected Quotes

“Directly thanks to our participation, we now have an Institutional marketing plan for the organisation. The programme was vital in the implementation of the new communications strategy”

“We have started planning for a far more sustainable future with a focus on marketing our offerings and linking our very considerable skills and resources to a larger audience and family than we have at present. If we weren’t engaged in the programme, we would have little chance of realising our ambitions.”

“We have learned much from ‘The Cycle’ approach. While we are a small organisation, our fundraising and institutional marketing efforts are now targeted in tandem with spikes in our programming. We have found this methodology successful.”

Table 6

Key Performance Indicators – Fundraising

Added Fundraising Staff	Decreased Dependence on Five Largest Gifts	Percentage Increase in Corporate and Foundation Revenue	Created or Strengthened Major Donor Programme	Average % of Turnover from Public Sources	Average Increase in Revenue from Individuals
33%	42%	24%	45%	49%	57%

As shown above in Table 6 many participating organisations improved donor diversification by increasing the number of funding sources and decreasing their dependence on top funders.

Key insights

- 33% of organisations increased human resources allocated to Fundraising.
- Between 2012 and 2014 there was a 16% growth in the number of individual donors
- Total contributed revenue from corporations and foundations increased by 24%
- 45% of organisations created or strengthened their major donor programmes
- The average percentage of funding from Government against other sources, decreased slightly from 50% in 2012 to 49% in 2014
- Similar results during a succession of years in the area of fundraising would begin to point at a change towards consistent financial diversification in organisations

Selected Quotes

“Our increased ‘Family’ has really appreciated special events, backstage tours, and chances to meet the artists. The programme helped us identify what ‘assets’ we have that can help develop people’s connections to us, and in turn, create extra sources of income for the company. As a result, donors to our organisation nearly tripled.”

“I feel we have had a complete attitude change. The ethos has shifted. For the first time, I actually feel hopeful about us managing to make a successful pitch. I feel fundraising is now considered to be a collective responsibility and there is more trust between the board and executive and development staff. We have always worked as a team but we have a clearly outlined strategy and all of our attitudes and ambitions are now more closely aligned.”

“It’s not about targeting a few individuals that can contribute at a higher income level, but it is about building a wider relationship with a larger group of individual across all levels.”

Table 7

Key Performance Indicators – Board Engagement

	Sporadically Active	Somewhat Engaged	Actively Engaged
2012	50%	50%	0%
2014	10%	50%	40%

As shown in Table 7, organisations reporting an ‘actively engaged board’ increased by 40%, while a decrease in the same number was reported for a ‘sporadically active’ board.

Key insights

- 45% of organisations reported an increase in the number of board members actively engaged in a project on behalf of the organisation
- Board development, especially in its transition from ‘advisory’ to ‘philanthropic’ represents both an area of potential and need for participating organisations

Selected Quotes

“The Board has become more engaged in the fundraising. Firstly, all members have become patrons at one level or another, and secondly, several members have either ‘made the ask’ or opened the door for the staff to ask.”

“We have begun to expand our Board and develop their role as income generators and fundraisers. They are very engaged with the programme and the organisation.”

“We are looking for areas of interest from the festival that will play to our Board members’ motivations, strengths and interests.”

New Stream

Review of DeVos Ireland Partnership

Table 8

Key Performance Indicators – Strategic Planning

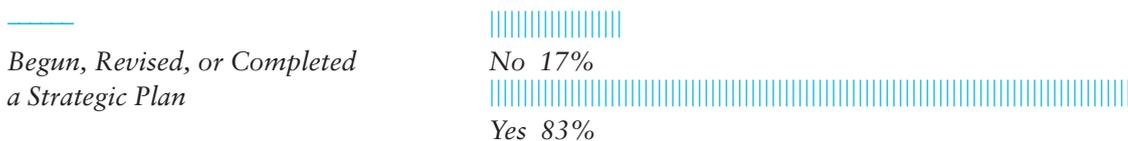


Table 8 shows that the majority of organisations, 83%, have begun, revised or completed a Strategic Plan during the two year programme.

Key insights

- Organisations with a focus on coherent and integrated strategic planning, enable long-term communication both internally and externally
- A strategic plan provides a basic and valuable tool through which each organisation can contemplate capital, staffing or infrastructural transitions

Selected Quotes

“The programme has led to a complete shift in mindset within the organisation. We are now thinking holistically about our artistic programme, marketing, fundraising, and family growth. Some practical outcomes: an institutional marketing plan, forward planning towards our 50th anniversary in 2016, and a part-time staff member dedicated to fundraising.”

“We have produced a new strategic plan that has been part of our two-year process with *New Stream*. The support of the DeVos Institute programme has helped us shape and dissect our organisation to produce a solid strategy with all staff involved.”

“Simple tools have helped us project and start a conversation around where we are going next within a three year plan.”

New Stream

Review of For Impact Fundraising Training

What is it?

Delivered by Georgina Neal of Suddes Group|For Impact, For Impact Fundraising Training (FI) provides practical training and consulting solutions for non-profits to raise money.

How has it developed?

For Impact Fundraising Training was delivered three times as part of *New Stream* in Year Five. In total, representatives from 51 arts organisations have taken part in training held with FI since *New Stream* began.

Each participating organisation was emailed with an update request. Valid responses were received from 20 organisations (77%).

Key insights

- 90% of respondents continue to use the information they received through FI to develop, inform or refine their fundraising strategies
- 90% of all respondents believed that as a result of FI training they had improved their understanding of how to build a successful fundraising campaign
- 95% had developed a broader entrepreneurial fundraising mindset.
- 80% were more able to relay the value of fundraising within their organisation
- 75% were more confident in developing an internal/external fundraising sales pitch
- 95% would like a personalised review/recap of FI in 2015

Selected Quotes

“We had an amazing experience and found that we had overlooked our own value. We are in a much better place motivational wise and we are working together with a positive outlook.”

“Although it’s quite an intense amount of information to take in, the positive way in which the information is presented and the availability of support made it a very beneficial exercise on many levels for our network.”

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 (DMF) 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) and now invites other Arts Fundraisers to become members.

How has it developed?

The Forum seeks 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 a better understanding of the role of Development in arts organisations 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, providing leadership and a collective voice

Key insights

“The DMF continues to provide invaluable sectoral insights and peer-support for the small group of arts fundraisers in Ireland. Instigated by *Business to Arts* under *New Stream*, the group is now constantly self-evaluating and evolving, supported by *Business to Arts*. The DMF sees within itself the opportunity to raise the professional profile of arts fundraisers in the sector and beyond. The forum brings 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 arts fundraisers.”

“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 2014

External mutual advocacy sessions with:

- Gerard Howlin, public affairs consultant, political commentator and former senior political adviser, National Campaign for the Arts Steering Committee; and Senator Jillian Van Turnhout on how to engage politicians, and the dichotomy of the arts and economic case-making. (February)
- Brendan Kenny, Asst City Manager, Dublin City Council in a briefing on DCC Arts Plan development, the Public-Private Partnership for Parnell Square Cultural Quarter, and the new approach of DCC towards working in collaboration with multiple partners. (April)
- Sheila Norden, Director of ICTR, the representative body for Irish charities, in relation to Section 848a Tax Consolidation Act and how it impacts on arts organisations (July–August)
- Pat Cooke, Director MA in Cultural Policy and Arts Management UCD; EveAnne Cullinan, Director MCO Projects in one of the first sessions to develop a collective thought-leadership on fundraisers' input into the consultative process for National Cultural Policy. (October)

Key Achievements in 2014

- 2014 saw an increase in the recruitment of Development Managers as a role within many arts organisations. DMF continued to broaden its membership to include the RAISE 1 Development Managers
- Developing the group as a collaborative unit benefitting practically from the sharing of knowledge, information and peer learning
- Enhancing a collaborative role as advocates for the arts sector as an attractive investment vehicle for the private sector
- Establishing understanding into the tax changes under Section 848a
- Committing to and realising the goal of mutual advocacy amongst a diverse range of stakeholders

Areas for Improvement in 2015

Following an end of year review, the objectives of the group are to:

- Advocate for an 'organisational/organisation-wide' approach to development
- Develop collective thought-leadership on areas such as the National Cultural Policy and co-ordinate a public voice on sectoral issues
- Extend invitations to all new development managers working in the arts – including the interns recently appointed through the RAISE 2 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 specific organisational interests are addressed

Current Challenges for Development Managers in the Arts

- Diversity of responsibilities for Development Managers
- Managing broadening communities of support
- Enhancing overall brand of arts organisations
- Communicating a complicated offering externally
- Managing fundraising expectations of Boards
- Balancing decline of public funding and generating new private income

Priorities for 2015

- Engage with Local Authorities to learn about the bids for European City of Culture and particularly with Dublin City Council around the Strategy Development for the published Arts Plan.
- Engage with Department of Arts, Heritage & the Gaeltacht, The Arts Council, and leading policy-makers in order to inform the preparation of a submission for the National Cultural Policy.
- Develop further tools and support for the group in terms of Governance and Board Engagement.

New Stream

Review of New Stream Knowledge Centre

What is it?

The *New Stream* Knowledge Centre ³ is a microsite which aims to inform and improve arts fundraising and management practice in Ireland. Since the beginning of *New Stream*, one of its guiding principles is to share the knowledge gained across the cultural sector as widely as possible. 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

- 57% of respondents to the annual survey had read articles on the *New Stream* Knowledge Centre
- 86% stated they will use the *New Stream* Knowledge Centre in the future
- 83% stated the *New Stream* Knowledge Centre will be of use to others fundraising in the arts

3. www.businessstoarts.ie/newstream

New Stream

External Observations

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

Year 5 Review of the *New Stream* programme highlights important questions on how investment in the fundraising and strategic capacities of arts organisations can contribute to the overall performance of the sector. Surveys conducted identify persisting issues, such as high turnover and lack of succession planning for key staff in organisations. These internal planning stumbling blocks have to a considerable extent been counterbalanced by all of DeVos Programme participants extending their artistic planning timelines. Nevertheless, while an understanding has developed of the importance of long-term artistic planning as a way of pre-empting adversity, the question of succession planning and turnover of staff remains a formidable challenge for arts organisations. This is surely an important issue for the *New Stream* programme to address as it executes its 6th and 7th year programmes.

In order to gain a full picture of the supportive environment for *New Stream*, it is important to make explicit the precise ways in which the Department of Arts, Heritage & the Gaeltacht, the Ireland Funds and *Business to Arts*' corporate membership base support the project. This information will facilitate a more holistic understanding of the existing policies and resource inputs surrounding the programme, and how these may need to be reconfigured, in the light, for example, of overlap or duplication of effort.

Another interesting question is whether there is evidence that the increased competency nurtured within the arts sector is reflected in the increased confidence of the corporate sector in the viability of the investment being made. A further recommendation would be to carry out a survey with sponsors and a wider donor base, in order to measure the changes of behaviour and attitude that might be attributed directly to the different programmes within *New Stream*.

As Year 6 and 7 of *New Stream* unfold, it would be good to see the cohort of participants, together with those in the Development Managers' Forum, combining their efforts through *Business to Arts* to lobby for government support, and to ensure a cohesive input into the National Cultural Policy that the Government announced as a strategic goal in June of 2014. To this end, *Business to Arts* might consider arranging open sessions throughout 2015 with members of *New Stream* programmes to ascertain what changes in public policy would enhance the sustainability of the cultural sector.

New Stream

Recommendations

DeVos Ireland Programme

Develop the DeVos Ireland Programme in 2015–2016 as 71% of respondents would be interested in participating further in this programme.

Include opportunities for previous DeVos Ireland Programme participants to act as teachers/mentors/consultants to new organisations.

Create more opportunities for participating organisations to meet and compare and contrast their experience so far with the DeVos Institute Programme. This will assist participants to situate the programme more solidly in their context.

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

Provide continued support in generating a shift towards active fundraising among all participating organisations.

Explore other ways to enhance the impact of the programme in the sector, in particular with organisations that identify having difficulties with implementation of learning.

Continue to advocate for diversification of funding in arts organisations.

Development Managers' Forum

The overall feedback from the Chair of the group acknowledges the group's knowledge and position in the sector. As a means of developing its position, the DMF should expand further to include more Development Managers working in the cultural sector.

Engage with policy-makers, The Arts Council and the Department of Arts, Heritage & the Gaeltacht in order to inform/prepare a submission in 2015 for the National Cultural Policy.

Continue to assist the group attain self-sustainability and visibility in the sector; to ensure that the group continues to position itself as advocates for investing in the arts.

For Impact

Organise personalised recaps of For Impact as 95% of respondents would like to attend a review if it was organised.

Continue to develop intensive workshops and seminars for arts affiliates with a focus on diversification of funds and planning.

Develop a strand of workshops and seminars that engage with overcoming staff turnover, succession planning and other resource challenges.

Knowledge Centre

As 57% of respondents have read articles on the Knowledge Centre, invest time and resources promoting the Knowledge Centre to the widest audience possible.

Identify ways to measure ongoing engagement with the Knowledge Centre.



S T R A T E G Y

Renew

S U C C E S S I O N

Impact

Michael

Brett

13

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2

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