

Strategic Plan 2018-2023



Business to Arts
Developing Creative
Partnerships



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Company Information

Contact

Business to Arts CLG

Lower Ground Floor

17 Kildare St

Dublin 2

D02 CY90

Ireland

T: +353 1 662 9238

W: businessstoarts.ie

E: info@businessstoarts.ie

S: [@BusinessstoArts](https://www.instagram.com/BusinessstoArts)

Incorporated 24 August 1988

CHY (Revenue) Number 9871

Registered Charity No. 20024741

Registered Company No. 134968

Patron

Michael D Higgins, *President of Ireland*

Directors

Gerard McNaughton (Chair) - Retail Director, *TileStyle*

Davina Saint (Secretary) - Head of Legal, *BNP Paribas Group in Ireland*

Alastair Blair – Country Managing Director, *Accenture*

Clare Duignan - Independent Director

James Hanley RHA - Artist

Jeanne Kelly - Partner, *LK Shields*

Simone Macleod-Nairn- Executive Director, Head of HR and Corporate Resources, *Irish Life Group*

Robert McEvoy - Head of Market Management, *Allianz Ireland*

Teresa McColgan - Partner, *PwC*

Alan McNab – Chief Executive Officer, *competelQ*

Katie Molony – Chief Digital Officer, *Irish Studio*

Eamonn O'Reilly - Chief Executive, *Dublin Port Company*

Oliver Wall - Chief of Staff, *Bank of Ireland*

Introduction

In 2018 *Business to Arts* celebrates its 30th anniversary. It is the right time to look forward and set out a plan for what we can achieve over the period 2018–2023.

We are cautious in our optimism about the prospects for industry in Ireland and for our mission. While some of the industries which have traditionally sponsored the arts are undergoing a period of disruption and change, there are new entrants to the sponsorship market and overall levels of sponsorship have increased in recent years.

We believe that our work advocating for, supporting and developing creative partnerships has never been more relevant. This five-year plan is inspired by the resilience we have witnessed in recent years and by our stakeholders' ambitions for the future.

In order to move into a period of sustainable growth, we will adapt to the changing environment and enhance our relevance to the widest possible range of stakeholders.

Business to Arts will remain resourceful and flexible as we implement this plan.



Image: Members of the Board and Friends Council of Business to Arts. Photo: Conor McCabe

Mission Statement

Business to Arts builds creative partnerships between arts and business; so that the creativity and acumen of both communities develop quality cultural experiences and world-class collaborations in Ireland.

Values and Vision

Business to Arts has core values that guide our work with our stakeholders.

We are...	We prioritise...
<ul style="list-style-type: none">• Creative• Professional• Resourceful• Evidence-based• Open	<ul style="list-style-type: none">• Capacity-building• Recognising Excellence• Unique Experiences• Sharing Knowledge• Adding Value

Our Vision

Our vision is that *Business to Arts* is at the centre of creativity and industry in Ireland. During the period 2018–2023, we will move beyond sustainability to become a thriving charitable organisation that is recognised for:

- ensuring best-practice when brokering private sector partnerships with the arts
- increasing the quality of engagement between the private sector and the arts
- focusing on our stakeholders and exceeding their expectations
- contributing to local and national policy
- advocating for all sources of investment in the arts in Ireland



Founding Objectives (1988)

The objects for which the Company is established are solely to promote the advancement and development of, and research and education in relation to, the Arts with a view to cultivating and developing public taste and appreciation of the Arts in Ireland and in particular, but without prejudice to the foregoing, to encourage the support of the Arts by commercial and industrial organisations, by central and local government and by all others interested in actively promoting the objects of the Company and to educate public opinion generally on the need for financial support of the Arts.

Cothu – The Business Council for the Arts.

Strategic Goals

Business to Arts has six key strategic goals over the period 2018–2023, which are designed to deliver our vision. Our strategic goals direct the actions within each programme of *Business to Arts*.

Goal 1	Moving beyond sustainability to become a thriving charitable organisation with the capacity to implement our strategy during and beyond this period
Goal 2	Continuing to deliver strategic support to our members and affiliates in order to build capacity in the arts and in business
Goal 3	Meeting and exceeding the expectations of our stakeholders by focusing on relationship management, stakeholder assessment, retention and succession
Goal 4	Enhancing our reputation as the ‘go-to’ organisation for businesses, individuals and other organisations seeking to engage with the arts
Goal 5	Increasing our brand profile and reputation
Goal 6	Being open and collaborative in our engagement with our stakeholders

Patrons, Members & Friends

Corporate Membership Programme

As a membership-based charity, our Corporate Membership Programme is our primary offering and revenue stream. We are known for developing arts sponsorships, commissions, art collections and CSR programmes with our corporate membership-base. We provide strategic advice on arts investment, an exclusive behind-the-scenes events calendar and up-to-date intelligence on Ireland's arts, festival and music sponsorship market.



Actions

- Generating greater awareness of, and investment in, our corporate membership programme (Goal 1 and 5)
- Sustainably increasing our revenue from membership subscriptions (Goal 1)
- Diversifying our membership-base by developing connections with underrepresented industries (Goal 1)
- Programming and delivering quality members events and our CEO Forum with our partners (Goal 3 to 6)
- Developing and maintaining policy documents e.g. sponsorship and CSR tool-kits, art collection management (Goal 4)



Image: Stephen Faloon, Justin Bickle, Michael Seaver, Tamara Rojo and John McGrane at English National Ballet's Giselle in the Bord Gáis Energy Theatre. Photo: Conor McCabe

Friends Programme

Aimed at sole-traders and consultants working with both corporate and cultural clients, our Friends Programme provides an affordable alternative for individuals/micro-enterprises to access our members' event programme.



Actions

- Generating greater awareness of the Friends Programme among the target audience (Goal 1 and 5)
- Scoping and introducing a Friends Council (Goals 2 and 5)
- Identifying and developing opportunities for partnership and/or consolidation with similar membership-based organisations (Goal 6)

Arts Affiliates

Arts Affiliate Programme

Our Arts Affiliate Programme for cultural organisations and professionals provides a distinct range of services that help build capacity, diversify revenue streams and increase sustainability. We are well-known for our in-house training, our long-term association with Irish Times Training, our regular advisory meetings and our research-based insights. These services help cultural organisations and professionals to effectively fundraise, communicate, enhance governance and develop their strategy.



Actions

- Enhancing our Arts Affiliate Programme offering by expanding our professional development training and capacity building programmes. See New Stream for further information (Goals 1 to 4)
- Sustainably increasing our revenue from affiliate subscriptions (Goal 1)
- Publishing regular case-studies of our impact on affiliated cultural organisations (Goal 4 to 6)
- Facilitating connections with our corporate members through an annual end-of-year event (Goal 3 to 6)



Image: Andrew Hetherington, Clíodhna Shaffrey, Willie White, Owen Keegan, Helene Hugel and Jim Culleton at the launch of Fundraising Fellowship, Dublin, a partnership with Dublin's Culture Connects.
Photo: Conor McCabe

Allianz Business to Arts Awards

The *Allianz Business to Arts Awards* are our flagship annual programme of activities. The Awards recognise businesses, artists and arts organisations that develop best-practice creative partnerships through sponsorship, staff engagement, commissioning, CSR initiatives or community engagement.

The Award Ceremony is one of the highest profile events in the corporate and cultural calendars and attracts leaders from across all industries in Ireland.

In recent years, we have invested substantially in the reputation, digital capacity and research output of the Awards. With daa, we have created a unique body of award sculptures that are displayed in companies and arts organisations throughout Ireland. With Allianz, TileStyle and daa's investment, we provide valuable bursaries to artists, cultural professionals and organisations to advance their careers and programmes.



Actions

- Developing long-term, strategic relationships with new and existing sponsors that add to the reach and reputation of the Awards (Goals 2 and 6)
- Investing further in the communications, artistic programme and research output of the Awards (Goal 5)
- Scoping and introducing a new 'Philanthropy Award' that recognises best-practice and outstanding impact (Goal 2)



Image: Presentation School Choir, Kilkenny & City of Belfast Youth Orchestra performing at the 2016 *Business to Arts Awards*. Photo: Robbie Reynolds

New Stream

New Stream is our long-term, capacity-building programme for arts and cultural organisations. It provides matched-funding and a two-year professional development programme for arts fundraisers and their organisations. In total, the investment from this programme is valued at €80,000 per organisation.

Our current funders and partners on our Fundraising Fellowship Programme include Dublin City Council's Dublin's Culture Connects and the Department of Culture, Heritage and the Gaeltacht. New Stream is a multi-award winning programme that is recognised as a best-practice example of capacity-building.

During the initial phase of this strategic plan to 2020, six organisations will be participating in the Fundraising Fellowship Programme.



Actions

- Supporting and creating opportunities for existing and future Fundraising Fellows and their organisations (Goal 2)
- Renewing and seeking additional funding partners for the Fundraising Fellowships beyond 2020 (Goal 2)
- Allocating appropriate time and resources toward the programme's participants and research output (Goals 3 to 5)
- Creating an alumni programme and investing in alumni as future leaders and trainers (Goal 2)
- Sharing our experience and insights with policy makers in Ireland and our international peers (Goals 4 to 6)



Image: Aoibhie McCarthy, Fiona Clark, Fiona Garvan, Andrew Hetherington, Feargal Hynes, John Kennedy, Helen Carroll, Michelle Reid and John McEvoy at the commencement of Fundraising Fellowship, Ireland. Photo: Conor McCabe

2019 Fellows

Muriel Foxton, Temple Bar Gallery & Studios
Anna McCarthy, Helium Arts
Chandrika Narayanan-Mohan, Fishamble:
The New Play Company

2020 Fellows

Fiona Garvan, Dublin Theatre Festival
Aoibhie McCarthy, Cork Film Festival
John McEvoy, Druid Theatre Company

Fund it

Established in 2010, Fundit.ie is an all-island reward-based crowdfunding website for Ireland's creative projects. It gives global audiences the power to enable creative ideas happen. It is designed to support greater individual giving to the creative sector and facilitate pre-sales of creative projects.

Recent Fundit.ie highlights include:

- To celebrate its 30th anniversary, GCN, Ireland's leading LGBTQ publication, raised €11,920 from 194 funders to mount an exhibition of features from its archive
- The 2018 RTÉ Choice Music Prize winner, Ships, raised €6,500 toward the costs of their debut album 'Precession' from 103 funders
- The Ballyglunin Railway Station, from the film 'The Quiet Man', raised €32,444 from 454 funders to restore the roof of the station

In recent years, the global reward-based crowdfunding market has become increasingly competitive. All other forms of crowdfunding are becoming regulated by the Central Bank. Fundit.ie maintains a high percentage rate of successful projects. In 2018, we completed a three-year technology investment phase, which was supported by Bank of Ireland, Department of Culture, Heritage and the Gaeltacht, the Ireland Funds and our membership base.



Image: Andrew Hetherington, Lesley Tully and Elaine Fallon at Brookwood Pottery, which raised €16,770 on Fundit.ie. Photo: Conor McCabe



Actions

- Maintaining an active three-year business plan for Fundit.ie. The current plan will complete in 2020 (Goal 2)
- Undertaking a comprehensive environment and competitor analysis in 2019 to ensure its service offering remains fit-for-purpose (Goal 4)
- Enhancing partnership opportunities with key industry representative bodies (Goal 2 and 6)
- Creating additional tools and training programmes for reward-based crowdfunding (Goal 2)
- Sharing our experience and insights with policy makers in Ireland and our international peers (Goals 4 to 6)

Arts Funds & Advisory Services

There is a critical need to establish new sources of funding for arts and culture in Ireland. At present, there are no private grant-making foundations that specifically focus on supporting arts and culture. In the future, we believe individuals, families and other organisations will outsource administration of their arts-related charitable giving, CSR and sponsorship activities.

Following a well-received pilot phase of introducing Arts Funds and Advisory Services for our members, we will enhance our offering in these areas.

Donor Advised Arts Funds

Donor Advised Arts Funds are charitable giving structures administered by *Business to Arts* and created for the purpose of managing charitable donations on behalf of businesses, individuals and other organisations. Funds distributed can be unrestricted and restricted.

Unrestricted funds are allocated to artists/arts projects through open call processes with minimum restrictions on the types of activities funded.

Restricted funds are allocated to artists/arts projects for defined activities/outcomes. These are related to the strategy or mission of the fund created by the donor.



Image: Transition Year students of CBS Westland Row participating in Walkers' Photographer-in-Residence. Photo: Conor McCabe



Actions

- Creating low cost Donor Advised Arts Funds structures for a variety of donors (Goals 2 and 4)
- Expanding our Artist-in-Residence programmes and Donor Advised Arts Funds through targeted fundraising (Goal 2)
- Requiring donors to commit to a minimum of three years investment (Goal 2)
- Increasing funds distributed to artists and arts organisations through Advisory Services and Donor Advised Arts Funds (Goal 2)
- Providing Advisory Services (related to art collections, commissioning, sponsorship and CSR programmes) exclusively to our Patrons and Members (Goal 2, 4 and 5)

Governance, Reporting & Risk Management

The period 2018–2023 will see the embedding of the Charities Regulatory Authority. There will be a sustained focus on transparency and reporting by all charities as well as compliance with the Charities Acts. Governance is a consistent agenda item at our Board meetings. Annual reviews of all related policies and procedures are completed by our Executive and presented to the Board.

We will continue to invest time and resources ensuring we maintain high levels of Governance and Reporting during this strategic period.



Actions (All Goals)

Ensuring Best-Practice in Governance and Reporting

- Constitution & Articles of Association
 - Board Meetings
 - Subcommittee Meetings
 - AGMs and EGMs
- Companies Registration Office
- Charities Regulatory Authority
- Revenue Commissioners
- Register of Lobbying
- Employment Legislation
- Health, Safety and Welfare at Work Legislation
- Child Protection Legislation
- General Data Protection Regulation
- State / Local Authority Funding Reporting

Other Reporting Requirements

- Codes of Fundraising
- Codes of Governance
- Feedback & Complaints Procedures
- Insurance Policies
- Payment Card Industry Compliance
- Annual/Semi-Annual Funding & Programme Service Level Agreements/Contracts for
 - Grant Providers & Recipients
 - Advisory Services
 - Members

Maintaining an active Risk Register

- Managing Strategic, Operational and Financial risks across our organisation

Organisational Structure

The dedication and commitment of our staff is key to our capacity to deliver on our Strategic Goals. We want to enhance our status as a good employer, offering sustainable employment under good terms, and providing the opportunity for all staff to develop their potential while continuing to deliver our strategic goals.

During the period 2018–2023, *Business to Arts* expects an increasingly competitive market for the recruitment and retention of employees. We also expect to sustainably increase our current FTE count by 33% (from approx 5.5 FTE's to 8 FTE's). It is important that we are able to retain and inspire employees and attract the best and the brightest for new positions that arise.



Actions (All Goals)

- Retaining current employees by enhancing employment terms
- Providing opportunities for internal promotion, training and development
- Building a pipeline of future employees by maintaining strong links with relevant third-level institutions/ courses e.g. arts management and/or cultural policy
- Identifying and securing a suitable Dublin City/Docklands premises by 2020 to enhance programme delivery and attract/retain employees

Measures of Success

Business to Arts reviews and implements our measures of success on an annual basis. These measures include Strategic, Behavioural and Financial measures of success for our organisation. Responsibility for implementation rests with the Chief Executive and Head of Communications & Partnerships.



Actions (All Goals)

Levels of Patrons, Members, Friends & Arts Affiliates

- Total levels
- Quality of participation, net promoter scores results and feedback
- Diversity of sector representation
- Revenue generated

Sponsors and Funders (e.g. Allianz Business to Arts Awards, Fund it, New Stream, Arts Funds and Advisory Services)

- Event and programme attendance levels
- Participation and feedback from events and programmes
- Funds invested, donated to and raised for/by participants
- Impact created from available resources & return on investment
- Levels of international, national, local and online media coverage
- Duration and terms of relationships
- Revenue generated

Communications

- Consistency across all media
- Unique users, duration and layers of content usage of website
- Levels of international, national, local and online media coverage
- Levels of and engagement with social media followers

Governance & Reporting

- Time and other resources invested annually
- Consistency and accuracy of information
- Prompt completion and delivery

Human Resources

- Annual Key Performance Indicators, appraisals and feedback
- Monitoring average duration/employment period
- Internal promotion levels

Thank You

Membership, sponsorship and advisory fees are the lifeblood of *Business to Arts*. We work hard to provide a significant financial return to the arts sector through our diverse activities. We would like to thank all of our Patrons, Members, Friends and Arts Affiliates. Visit businessstoarts.ie/membership for a complete membership list and details of how to get involved.

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