

## Newsletter: Issue No. 1 Feb 2016

### **2into3 Not-for-Profit Specialists**

Welcome to the first issue of 2into3's Quarterly Newsletter.

Each quarter we will offer insights into the not-for-profit sector, fundraising, management consulting, philanthropic trends and developments within 2into3. This newsletter is intended to inform, educate and promote thought and discussion.

We hope you find the content interesting and useful- and we welcome your feedback.

2into3 Team

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**2into3** assists not-for-profits develop and deliver on their missions. We work with not-for-profit sector leaders and collaborate with partners to help scale impact, develop sustainability, build leadership and innovate.



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## 2into3 Quarterly Monitoring Service

2into3 are Ireland's leading specialist advisors and capacity builders for the Not-for-Profit sector. Each year, 2into3 produces an *Annual Fundraising Report*, the only one of its kind in Ireland.

There has been a request by the sector for a more frequent and up-to-date monitoring service which 2into3, in partnership with Fundraising Ireland, now provide.

### **Benefits**

- Provides frequent and comprehensive information on Ireland's fundraising landscape.
- Provides extensive benchmarking data, allowing you to compare your fundraising experience with that of your peers both within and across subsectors.
- Every quarter, the following will be reported for the Not-for-Profit sector as a whole and by subsector:
  - Total fundraised income
    - By quarter
    - Year to date
    - Compared with previous quarter
  - Moving average of fundraised income.
  - Fundraised income by method.
  - Cost of fundraising by method.
  - Cost of recruitment channel used for specific methods.

### **What's Involved?**

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Each participating organisation will be asked to capture the relevant data. Data will be confidential and presented in aggregate.

The report will only be distributed to participating organisations and each report will have a unique identification number.

Participating organisations will receive four reports over a 12 month period.

For more information on our Quarterly Monitoring Service, please click [here](#)



## **2into3 Not-for-Profit Graduate Internship Scheme**

### **About the Scheme**

2into3 operates a highly successful nine month Graduate Internship Scheme for the Not-for-Profit sector. Each intern is mentored throughout their placement by 2into3. Since its inception, we have placed twenty-five interns with all of those offered full-time posts.

2into3 ensures the eligible candidate develops the necessary skills, knowledge and core competencies of fundraising in the Not-for-Profit sector. The intern becomes a member of the 2into3 Graduate Intern Network.

### **Typical Candidate Profile**

- Third level qualification in arts, marketing, business management and other related disciplines
- Post-graduate degree
- Work experience in the relevant sector
- Passionate and enthusiastic about the Not-for-Profit sector
- Mid-career converts

### **Performance So Far**

- 25 interns placed, all offered full-time post
- 5 full-time fundraisers: Irish Landmark Trust, Focus Ireland, Buxton Festival, Edinburgh Book Festival
- 2 managers in the not-for-profit sector: Green Foundation Ireland, AkiDwa
- Others in full-time roles including: Google, Accenture, Mazars, Bristol Invest, Kerry Group, Irish Tax Institute

### **[Interview: Lucy Durack, Development Director at Buxton Festival U.K](#)**



Lucy is a former participant of the 2into3 Graduate Internship Scheme. She completed her internship with Wexford Festival Opera (WFO) and was offered a role as Development Executive at the organisation, a post she held for over three years where she continuously surpassed her targets. Lucy is now Development Director at Buxton Festival. A graduate of U.C.D., Lucy holds a Masters in Arts Management in Cultural Policy as well as a Diploma in Event Management and PR from the Fitzwilliam Institute and a Certificate in

Fundraising from Fundraising Skills U.K Ltd.

### **1. Do you come from an arts background?**

In a roundabout way. My parents are both lawyers with a strong interest in arts and culture, and I spent a lot of my childhood traipsing around Roman ruins and art galleries. From a very early age I was encouraged to repeat the phrase 'I will not become a lawyer' as often as possible, so I think it was almost inevitable that I would end up in the arts.

### **2. How did you come to work at Buxton Festival?**

I did the MA in Arts Management & Cultural Policy in UCD where I was introduced to the whole area of "development", and I was hooked. The central role fundraising and sponsorship was going to play in the future of Irish arts organisations was apparent, so I jumped at the opportunity to join a very experienced development team at Wexford Festival Opera. I spent three years with Wexford Festival Opera, initially as a 2into3 intern and then as Development Executive. The job was exciting. Wexford comes alive with colour and song during the festival, just when winter is setting-in. Watching a production unfold at Wexford Festival Opera is never less than amazing. I had terrific training and loved dealing with the opera buffs and growing the membership base.

The opportunity to devise and implement a wider organisational development strategy in the senior role of Development Director came up at Buxton Opera Festival in the summer of 2015. In interviews for the job, I really connected with the Director and the Chairman of the board. I had the sense that they would be open to new ideas, and indeed this proved to be the case. So now I find myself in another small town, a very beautiful one it has to be said, absorbed in a great new challenge.

### **3. What did you learn from your experience as a 2into3 Graduate Intern?**

The 9 month placement with Wexford Festival Opera was pretty great. I gained a huge amount of experience in a short period of time and 2into3 provided me

with an additional support structure outside of Wexford Festival Opera which was invaluable. 2into3's round table sessions which give the graduates access to high level professionals in both the corporate sphere and the not-for-profit sector were particularly insightful. The 2into3 alumni network, which has grown out of the internship programme, is good fun and still a very useful forum for discussing challenges, and sharing ideas and contacts.

#### **4. Have you noticed any recent changes occurring in arts organisations within the not-for-profit sector?**

There has been a noticeable increase in the number of development positions in the arts. The emphasis on providing training and expertise to the arts sector to make them less reliant on government funding, a sentiment which has been shared by the Arts Council's RAISE Programme, has influenced boards and executives to place more importance on the need for development expertise.

#### **5. Based on your experience in both Ireland and the U.K, are there any major differences in the fundraising landscapes between the two countries?**

Due to the volume of arts organisations, there is greater competition for funding in the U.K, particularly for State funding. Although there is an abundance of trusts and foundations, many of them are operating with limited resources and it is increasingly difficult to secure regular grants from them.

On the other hand, individual giving is far more embedded in the culture in the U.K and the simplicity of the Gift Aid Scheme is a major benefit. Irish arts organisations have a little way to go in terms of embedding the processes available to Irish charities to utilise tax-effective giving to the full.

#### **6. What are you particularly excited about working in the not-for-profit sector?**

Working in this sector has its challenges but it is particularly rewarding to be part of an organisation that produces an exciting, high quality, artistic

product. I meet a broad spectrum of truly interesting people, invested in both the artistic and commercial aspects of the festival. Development in the arts is continually evolving, and I am learning all the time.

**7. What advice would you offer to a recent graduate or mid-career convert who is looking to work in the not-for-profit sector?**

Not-for-profits are driven by values rather than profits, but it is funding rather than artistic values that is most likely to cause angst in an organisation. If you are considering a fundraising role you need to be thick skinned, love dealing with people, and be prepared for a lot.

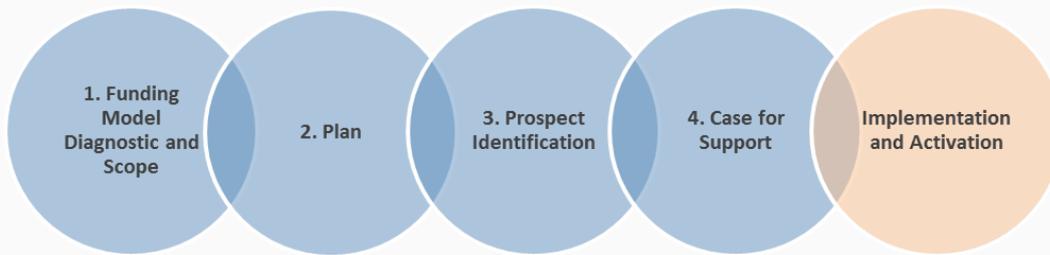
For more information on 2into3's Graduate Internship Scheme, please click [here](#)



## **2into3 Group Consulting Workshop Series**

2016 is shaping up to be a busy year for the team at 2into3. Following the launch of *The Irish Not-for-Profit Sector: Fundraising Performance Report (2015)* last November, there has been increasing expressions of interest and calls for fundraising capacity building for smaller organisations, especially amongst the Arts, Education and Sports subsectors.

2into3 has responded to the needs of smaller clients wishing to avail of advice and support in the areas of fundraising and capacity building by developing a Group Consulting Workshop Series set to launch in the coming months. The workshop series will offer participants the capacity and tools to develop a Fundraising Strategy in their respective organisations, using a proven approach to preparing a fundraising strategy, outlined below:



In conjunction with Diaspora Matters, this model utilises 2into3's experience in the most effective way possible for smaller organisations while employing the advantages that collaboration can bring. Participating organisations will work through the stages of the process simultaneously with advice and instruction. Participants directly complete individual fundraising strategies under the guidance of 2into3. The process will inform and advise participants on the most appropriate strategies, methodologies and implementation resources. Upon completion each organisation will have an internally devised fundraising strategy according to best practice standards.

### Benefits

Over the course of a ten week workshop, participants will be guided in:

- Reviewing current funding model
- Identifying necessary funding requirements
- Developing fundraising plan
- Researching donors required to reach targets
- Establishing case for support
- Implementing fundraising strategy

Places for the series are limited. If your organisation is interested in participating in 2into3's Group Consulting Workshop Series, please contact Amy Power, Consultant [amy.power@2into3.com](mailto:amy.power@2into3.com) or call (01) 640 1824 for more information.



## The Role of Philanthropy in Sport

Philanthropy plays a major part in funding sports in many countries. Some nations have set up their own national sport foundations, for example the Australian Sports Foundation Ltd (ASF) and the National Sports Foundation in the UK. Canada is the first country to celebrate philanthropy in sports through its National Philanthropy Day and National Sports Day. 2into3 attests that sports in Ireland would benefit by recognising the role philanthropy can play in sport and adopting a similar approach.

A small number of sectors in Ireland, such as the arts, have set their own specific philanthropic goals. However, Irish sporting bodies and organisations continue to rely primarily on one or more sources of income, chiefly government funding, membership fees, and sponsorship. The more commercial sports are able to supplement these income streams with ticket and television revenue, a luxury not available to a vast number of sporting clubs across the country.

The Charities Act 2009 sets out a number of "charitable purposes", some of which are undeniably applicable to sport:

- The promotion of civic responsibility or voluntary work
- The advancement of community welfare
- The promotion of health, including the prevention or relief of sickness, disease or human suffering
- The integration of those who are disadvantaged, and the promotion of their full participation, in society

Yet sport is excluded from the remit of the Charities Act 2009. According to the Federation of Irish Sports, sport is at a significant disadvantage compared to other subsectors that qualify for charitable status when it comes to accessing philanthropic support. Were sports to be included in the Charities Act 2009, charitable donations may be subject to tax relief, thus encouraging increased donations to sport. Sports clubs or organisations that engage in fundraising are able to continue to fundraise without registering with the Charities Regulatory Authority. However, it is possible that issues will arise as the public become accustomed to having access to information about charities that fundraise but find that such information in relation to sporting organisations is not so readily available. The Federation of Irish Sport believe that a developed culture of giving to sport has the potential to make a real and lasting positive impact on the development of sport in Ireland. It has been estimated that up to €100 million per year across all sports at all levels could be generated within 10 years.

2into3 has previously collaborated with the Federation of Irish Sport to research the role philanthropy can play in funding sport. The research affirmed the necessity for the development of a clear message from the sports sector outlining the reasons why sport should be regarded as a charitable cause.

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