



CHAMBER of Arts Heritage & Culture

STRATEGIC PLAN 2014 • 2016

Background to a new Chamber

Consider that only a hundred years ago the Arts - theatre, music, literature, poetry and painting, which was then developing in Ireland but drawing on the riches of Ireland's cultural heritage, partnered political action in forging our Nation. Today Ireland's music, theatre, art, and writing and all aspects of Irish Art Heritage and Culture, are known throughout the world. We are a small nation but we have a huge cultural influence internationally.

Mindful of the fact that Arts, Heritage and Culture (AHC) are often seen as a cost to the Nation, whereas in fact they are our greatest assets.

Aware that Arts, Heritage and Culture are extremely important economic activities and that they need to be organised and recognised as such.

In the knowledge that all economic analysis shows that these activities can have the biggest economic impact but they are not treated as economic sectors in the same way as others are.

In the clear understanding of the need for an organisation along the lines of a Chamber of Commerce that can lobby for and promote the unique nature of the Arts, Heritage and Cultural sectors and work with government and other interested parties to fulfil their potential.

The Chamber of AHC is unique in that it is founded by practitioners from within the Cultural sector. It is dedicated to the people in AHC and will represent their economic and commercial interests. It is independent of government or any other organisation.





Mission Statement

The mission of the Chamber of Arts, Heritage and Culture is three fold:

- 1 To be the catalyst for the growth of enterprise in the arts, heritage and cultural sectors while retaining core values.
- 2 To make the Cultural sector a key economic driver that will be in the forefront of the economic renewal.
- 3 To promote a deeper and wider awareness and appreciation of the vital contribution of the Arts, Heritage and Cultural sectors to the economy.



Objectives

The Chamber's proposition to anybody involved in AHC, who wishes to develop themselves or their sector as a business, is to join and engage with an organisation that can link them with the key supports they need to develop or further develop their enterprise in an economically sustainable manner.

The Chamber's proposition to other business sectors is to support the organisation not just as a good expression of corporate social responsibility but also to invest in an initiative that will create huge economic dividends and job creation for the country.



The Chamber's **short to medium term** objectives are as follows:-

- To actively engage in a membership drive.
- To expand its Advisory Council to ensure we have talented people on board representing all key sectors.
- To build financial supports and infrastructure to a point where we have enough recurring income to comfortably deliver on our objectives.
- To build on the media contacts the Chamber already has, to ensure that our organisation can deliver our key message in the public arena.
- To build on the links that it has already made with senior members of government so that we can continue to work with key government decision makers, towards sustainable economic development.
- To create events that will showcase organisations working in Arts, Heritage, Culture and others and to show how bodies from different sectors can work together.
- To build on the international links that the Chamber AHC continues to develop.
- To build on the considerable reputation that Irish culture has internationally in support of Irish business both at home and abroad

The Chamber's **long term** objectives are as follows:-

- To develop the organisation by establishing regional Chambers of Arts, Heritage and Culture
- To establish branches overseas.



Four Key Actions

The Chamber has four key actions for its 2014 to 2016 plan arising out of its mission statement being:-

- Establish a high profile event which will run on an annual basis which will bring all aspects of arts, heritage and culture and business together, including those abroad with Irish links, for an international two day conference in Dublin. The Chamber will also run a number of other high profile events annually as well as smaller events such as seminars and networking events on a monthly basis.
- Engage with economists and academics to work with the Chamber AHC, in conjunction with government, to develop economic models for the Arts, Heritage and Cultural sectors and promote them as economic drivers.
- Work with local authorities and communities to establish creative hubs around the country that would include incubation centres for creative businesses providing all the business supports they need.
- Develop an investment model for creative businesses which would involve State backing for an investment fund similar to State backed investment funds for other sectors. We would encourage foreign capital as well to support this.

The Chamber of AHC also encourages collaboration with other organisations.



Why become a member?

The Chamber needs to build membership. The membership of the Chamber should reflect a good cross section of Arts, Heritage and Culture, and of all other sectors.

Local groups involved in Arts, Heritage and Culture should join so that their voice can be heard nationally and so they can identify opportunities for collaboration.

Individual artists whether visual artists, musicians, writers or any other artist, should join to obtain strength in numbers and to be supported in developing a commercial return for their skills and creativity.

National organisations from the cultural and other sectors should join for the opportunity to network, and also because the nature of the Chamber AHC enables it to facilitate action where other bodies may be constrained.

Individuals, corporates and SMEs should join to target a new range of potential customers, and to support social and economic development.



Successful delivery of the Plan

Successful delivery of this plan means:-

- The Chamber AHC being recognised as the unique organisation providing the framework for all stakeholders in AHC to ensure that the creative and cultural industries are developed as the premier driver of Ireland's economic renewal.
- The Chamber AHC being the bridge between AHC on the one hand and other business sectors on the other, and with the State, to deliver the objectives stated in this Plan.
- Having the practitioners within the organisation who can give the organisation the vigour and vision needed to develop regional chambers and international offices, and to ensure that the Chamber can deliver on its objectives.

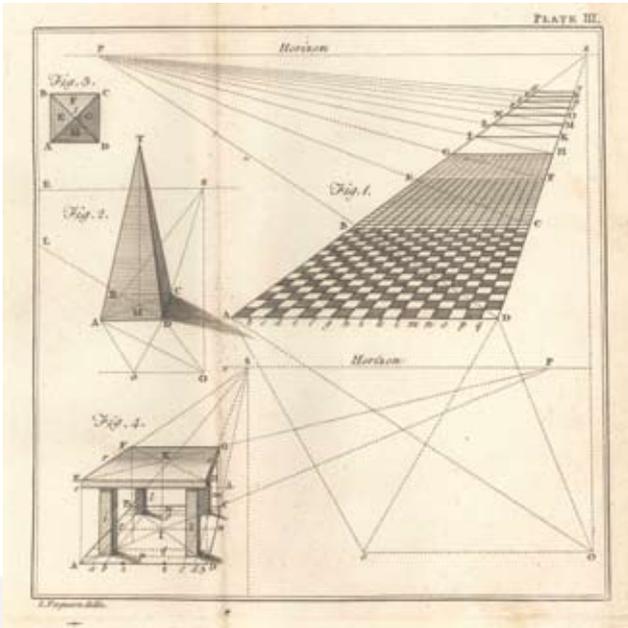
Ultimately this plan will have been successfully delivered when the idea of a Chamber of Arts, Heritage and Culture is recognised as one that originated in Ireland, the country that, because of its riches in Arts and Cultural Heritage, is best placed to develop the Creative Cultural Industries as a core economic sector.



Le gach dea ghuí

On behalf of the Board and Advisory Council of the Chamber of Arts, Heritage and Culture





APPENDIX I - Strengths, Opportunities & Challenges

Strengths

- Unique organisation and structure as a Chamber
- Huge level of support and goodwill from all business sectors
- Support of local and national government
- Voluntary, independent and non-affiliated organisation
- Passion, commitment and intensity of vision
- Growing dynamic Advisory Council
- Unique initiatives
- Strong national and international links
- Unique ability to work in collaboration with other organisations

Opportunities

- Corporates want to support the objectives of the Chamber AHC
- Ireland's unique Cultural resource
- Need to find new methods to develop economic growth
- Wealth of resources and experience among groups in the sectors that we can work with
- Freeing up of capital
- Opportunity to develop regional chambers
- Opportunity to link with chambers of commerce and other organisations abroad
- The goodwill of the Irish diaspora
- Opportunity to set up Chambers of Arts, Heritage and Culture outside Ireland

Challenges

- Incorrect perception that the arts are a drain on public resources
- Perception that culture is for middle classes
- Resistance to change to new approaches and methods
- 'Wait and see' approach to a new organisation
- Slow decision making
- Need to develop traction and track record to attract funding

APPENDIX 2 - Economic Analysis

There is a growing body of analysis on the value of the Arts Heritage and Cultural sectors to economic development. The policy of the Chamber AHC has regard to this research.

A number of key economic indicators include:-

- A That the economic impact of creative and cultural industries (CCIs) is understated and that their economic impact is larger than generally perceived by economists and policymakers (source Indecon report for Arts Council in 2009);
- B In France, Italy, the Netherlands, Norway and the UK the CCIs make the largest contribution to GDP (source UNESCO);
- C These sectors are the most profitable economic sectors in Europe (source UNESCO);
- D Subsidies are only 5% of the income of cultural heritage in the EU (source UNESCO);
- E The type of employment created by the CCIs is exactly the types of long term sustainable jobs that are needed for the development of a knowledge economy and diversified sustainable employment (source EU Commission report on the economy of culture in Europe).

There are some particularly important points for Ireland that come out of the research:

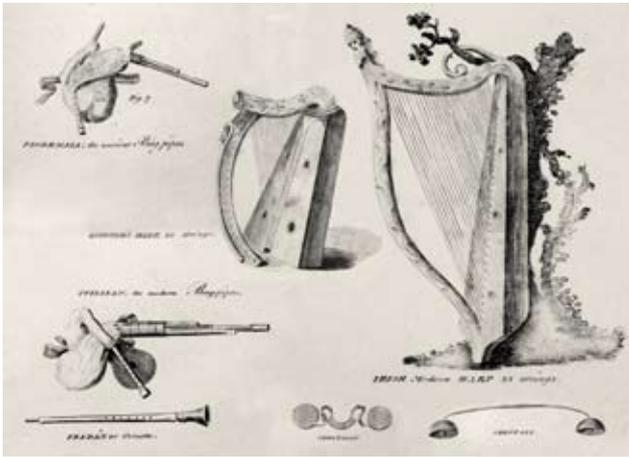
- A Creative content is increasingly a key driver for development in the ICT sectors which is key to the Irish economy.
- B The jobs created by the CCIs are not necessarily dependent on being located in a large urban centre such as Dublin so can allow for economic renewal in other regions where it is badly needed.
- C Ireland has a unique resource in our arts, heritage and culture – it is what the country is recognised for internationally and it now has an unparalleled opportunity to harness those resources.

APPENDIX 3 - Financial Sustainability

The Chamber will require financial resources to deliver on the objectives outlined in this strategic plan.

The Chamber's income will come from a number of sources including the memberships it offers, events, fundraising and those who support the Chamber as corporate pioneers or patrons. This will allow the Chamber to put in place the necessary staffing and infrastructure.

The Chamber's financial model is based on return of investment, bringing benefits to business, increasing creativity, encouraging long term sustainability and through benefits to the overall economy.



APPENDIX 4 – Developments to Date

- A The Chamber of Arts, Heritage and Culture was launched in April 2013 in Dalkey Castle by Tim O'Connor; Chair of the Gathering. The launch was attended by a cross section of the business and artistic community, government and diplomatic corps.
- B The Chamber of Arts, Heritage and Culture was established as a company limited by guarantee in July 2013.
- C The Chamber of Arts, Heritage and Culture held its inaugural forum in Dublin Castle in January 2014 on the topic of harnessing the cultural sector as an economic resource, an unparalleled opportunity and project of its time. The forum, which was hosted by the Tánaiste who was the keynote speaker, was chaired by economist David McWilliams, and was attended by senior personnel from national arts, heritage and cultural organisations, business organisations and senior state officials.
- D The Chamber AHC continues to engage in meetings, both nationally and internationally with business, arts organisations, philanthropists, and high levels of government, on implementing the Chamber's vision. The outcome of these meetings is reflected in this plan.
- E The Chamber AHC has organised a number of events to promote collaboration between traditional business and the cultural sector, including a "Harpfest" in April 2014 in Dalkey, Sandycove and Glashule, to mark the first anniversary of the launch of the Chamber.
- F The Chamber AHC has an experienced Advisory Council to work with its Board to develop the organisation as provided for in the Articles of Association of the Chamber.
- G The Chamber has attended a number of events outside Ireland to develop international links.

APPENDIX 5 – Corporate Governance

The constitution of the Chamber provides for the appointment of an Advisory Council to assist the Board of Directors. The Council will include such members as the Directors consider have the necessary skills for the Chamber to operate in an effective manner.

The purpose of the Advisory Council is to allow the Chamber to access appropriate skillsets without the people involved having the risks and responsibilities of becoming Directors.

The current members of the Advisory Council are Tim O'Connor; Pat Faulkner; Bill Hastings; Amy Hastings; Kathleen Garrett and Kevin Kelly (who is also treasurer of the Chamber).

The Chamber's Chief Executive, Audrey McKenna, and Chairman, Neil Keenan, are the current Directors of the company.

The members of the Chamber are entitled, in accordance with its constitution, to attend an annual meeting of the Chamber where they will be updated on the current progress of the Chamber.

