Looking Ahead - Directors’ Survey

Thank you very much for taking this survey. It should take approximately 12 minutes to complete.

What you tell us here will help Art Fund adapt our funding programmes and activities to best support museums and galleries, and strengthen our advocacy on their behalf. We will also publish the results, and hope that they will contribute to efforts across and beyond the museums sector to ensure our museums survive this crisis.

Please respond by Monday 1 March 2021.

The data will be shared with our research partner Wafer Hadley and all data will be anonymised in our reporting.

*Mandatory questions

<table>
<thead>
<tr>
<th>ABOUT YOUR ORGANISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organisation name*</td>
</tr>
<tr>
<td>2. Your name</td>
</tr>
<tr>
<td>3. Your job title</td>
</tr>
<tr>
<td>4. In which nation is your organisation located?*</td>
</tr>
<tr>
<td>☐ England</td>
</tr>
<tr>
<td>☐ Scotland</td>
</tr>
<tr>
<td>☐ Northern Ireland</td>
</tr>
<tr>
<td>☐ Wales</td>
</tr>
<tr>
<td>☐ Other (please specify)...........</td>
</tr>
<tr>
<td>5. Type of organisation?*</td>
</tr>
<tr>
<td>☐ Art gallery</td>
</tr>
<tr>
<td>☐ Multi-site service</td>
</tr>
<tr>
<td>☐ Heritage site</td>
</tr>
<tr>
<td>☐ Museum</td>
</tr>
<tr>
<td>☐ Historic house</td>
</tr>
<tr>
<td>☐ Non-venue-based organisation</td>
</tr>
<tr>
<td>☐ Library/archive</td>
</tr>
<tr>
<td>☐ Place of worship</td>
</tr>
<tr>
<td>☐ Other (please specify).............................</td>
</tr>
<tr>
<td>6. What is the governance structure of your organisation?*</td>
</tr>
<tr>
<td>☐ Independent/ Trust</td>
</tr>
<tr>
<td>☐ National</td>
</tr>
<tr>
<td>☐ Local Authority</td>
</tr>
<tr>
<td>☐ University</td>
</tr>
<tr>
<td>☐ Military</td>
</tr>
<tr>
<td>☐ Other (please specify).............................</td>
</tr>
<tr>
<td>7. Does your organisation have a collection?*</td>
</tr>
<tr>
<td>☐ Yes</td>
</tr>
<tr>
<td>☐ No</td>
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<tr>
<td>☐ Other (please specify).............................</td>
</tr>
<tr>
<td>8. How many paid staff worked in your organisation in 2019/20?*</td>
</tr>
<tr>
<td>☐ None, entirely volunteer run</td>
</tr>
<tr>
<td>☐ 51 - 100</td>
</tr>
<tr>
<td>☐ Under 5</td>
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<tr>
<td>☐ 101 - 200</td>
</tr>
<tr>
<td>☐ 5 - 15</td>
</tr>
<tr>
<td>☐ 201 - 500</td>
</tr>
<tr>
<td>☐ 16 - 25</td>
</tr>
<tr>
<td>☐ More than 500</td>
</tr>
<tr>
<td>☐ 26 - 50</td>
</tr>
<tr>
<td>☐ Don’t know</td>
</tr>
<tr>
<td>9. How many visitors did your organisation receive in the previous financial year (2019/20)?*</td>
</tr>
<tr>
<td>☐ Under 5,000</td>
</tr>
<tr>
<td>☐ 1,000,000 or more</td>
</tr>
<tr>
<td>☐ 5,000 - 14,999</td>
</tr>
<tr>
<td>☐ 300,000 - 499,999</td>
</tr>
<tr>
<td>☐ 15,000 - 29,999</td>
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<tr>
<td>☐ 500,000 - 999,999</td>
</tr>
<tr>
<td>☐ 30,000 - 49,999</td>
</tr>
<tr>
<td>☐ Don’t know</td>
</tr>
</tbody>
</table>
### ABOUT YOUR CURRENT SITUATION

#### 10. At this point, how concerned are you about the long-term survival of your organisation?

<table>
<thead>
<tr>
<th>Survival concerns</th>
<th>Not at all concerned</th>
<th>Not very concerned</th>
<th>Neutral</th>
<th>Concerned</th>
<th>Extremely concerned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tbody>
</table>

#### 11. Any comments?

#### 12. Was your museum able to reopen following the first national lockdown? *

- Yes, we reopened when allowed to do so
- No, we have not reopened at all
- Other (please specify)..........................

#### 13. By the end of this financial year (2020/21), what percentage of visitors do you expect to see compared to the previous year (2019/20)?

<table>
<thead>
<tr>
<th>Visitor numbers</th>
<th>0%</th>
<th>50%</th>
<th>100%</th>
</tr>
</thead>
</table>

#### 14. By the end of this financial year (2020/21), what percentage of overall income do you expect to see compared to the previous year (2019/20)? Think about the different elements of income (tickets, shop, café, partnerships), but please do not include emergency funding.

<table>
<thead>
<tr>
<th>Income</th>
<th>0%</th>
<th>60%</th>
<th>120%</th>
</tr>
</thead>
</table>

#### 15. Which emergency or additional sources of financial support have you received during the Covid crisis? (select as many as apply)

- Emergency funding: Arts Councils England/NI/Wales/Creative Scotland
- Emergency funding: National Heritage Lottery Fund
- Cultural Recovery Fund
- Government Job Retention Scheme
- Other Government support (eg rebates, loans)
- Rate relief
- Local Authority Grant
- Historic England
- Other (please specify)..........................

#### 16. Do you claim Museums and Galleries Exhibition Tax Relief (MGETR)?

- Yes
- No, not eligible as not a charity
- No, not appropriate to the organisation
- Other (please specify)..........................

#### 17. Have you had to make any staff redundant due to the pandemic or do you expect to do so in the coming financial year? (select as many as apply)

- Yes, we have already made redundancies
- Yes, we will be making redundancies in the coming financial year
- No
- Currently unclear
- Other (please specify)..........................

#### 18. If yes, how many staff have been made redundant to date? Your individual response to this will be kept confidential.

- Total number of redundancies
- Percentage of staff total

### ABOUT THE NEW FINANCIAL YEAR (2021/22)

#### 19. Looking to the new financial year (2021/22) what are the challenges facing your organisation? (select all that apply)*

- Future viability of the organisation
- Loss of curatorial expertise
- Rationalising or closing services
- Collections at risk
- Lack of staff/capacity
- Security of buildings
- Lack of volunteer support
- Maintaining buildings
- The well-being of staff
- Postponed capital works
20. And which of these are you the most challenging (select up to three)?

- Funding shortfalls
- Contracts with external contractors/suppliers
- Earned income shortfalls
- Postponement/cancellation of partnerships
- Inability to re-open
- Relationships with funders
- Low visitor numbers
- Relationship with government/local authority
- Move to a digital offer
- Relationship with audiences/members
- Delivering community engagement activities
- Issues related to Brexit
- Other (please specify)…
- None of these

21. Will you be operating with a new financial deficit in 2021/22?

- Yes
- No
- Not sure

22. If yes, approximately what percentage is this of your total operating budget for the year?

23. Which if any, of these are likely to be areas of development for your organisation in 2021/22? (select up to 5)

- Increasing workforce diversity
- Building new partnerships
- Infrastructure improvements
- Monetising digital content or investing in online retail or ticketing
- Outreach or new digital offers for schools/young people
- Focusing on hyper-local audiences
- Digitising collections
- Other (please specify)…

24. Which, if any, of these are programming priorities for your organisation in 2021/22? (select up to 5)

- Artist commissions
- Collecting related to the pandemic
- Collections-based exhibitions
- Decolonising practice
- Developing co-creation projects
- Other (please specify)…

25. Are there any broader new opportunities for your organisation in 2021/22 (for example, local or national opportunities, festivals, partnerships etc.)?

- Yes
- No
- Not sure

26. If yes, please tell us a little more about the opportunities as you see them.

27. Have you received a grant from Art Fund within the last 5 years?

- Yes
- No
- Not sure

28. Do you offer a National Art Pass network benefit?

- Yes
### 29. Which of these types of support from Art Fund would you find useful in 2021/22? * (select all that apply)

- Funding for exhibitions and collections research
- Funding for exhibitions and gallery redisplays
- Funding for travel and international collaborations
- Funding to broaden the cultural and ethnic diversity of your workforce
- Funding to broaden the cultural and ethnic diversity of your audience
- Funding to help you extend your audience reach
- Funding and support to strengthen links with schools and engage young people
- Funding to support new partnerships and joint programming
- Funding to try new ways of working and types of activity
- Funding for acquisitions and commissions
- Funding to borrow works from other museums and galleries
- Emergency funding
- Gifts and bequests of artworks/objects from Art Fund donors
- Case studies and evidence of what works
- Support to understand your audience data
- Networking, knowledge sharing and training opportunities
- Applying for Art Fund Museum of the Year
- Use of Art Happens, our crowdfunding platform
- Use of Art Tickets, our online ticket management platform
- Advocating on behalf of the sector to Government and policy makers
- Communicating about your organisation to National Art Pass members

### 30. Which of these are your top priorities? * (select up to three)

- Funding for exhibitions and collections research
- Funding for exhibitions and gallery redisplays
- Funding for travel and international collaborations
- Funding to broaden the cultural and ethnic diversity of your workforce
- Funding to broaden the cultural and ethnic diversity of your audience
- Funding to help you extend your audience reach
- Funding and support to strengthen links with schools and engage young people
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### 31. Are there new or different types of support or funding that you would like to see Art Fund offer?

- Yes
- No
- Not sure

### 32. If yes, please tell us more about the kind of support or funding you would find most useful.

### 33. Would you be willing to take part in further research based on your answers to this survey, such as a follow up phone call or a video conference?

- Yes
- No

### 34. If yes, please provide your contact details below. These will be used for no other purpose that to contact you about this research and will only be shared with our research partner, Wafer Hadley. We never share personal data.

- Email
- Phone number