2022 Directors’ Survey

Thank you for taking the time to complete Art Fund’s third annual survey.

Your insights over the last two years have been immensely valuable in tailoring our support for museums and galleries. Your responses helped shape our funding programmes, through which we gave over £4m in grants to projects across the UK. You helped us demonstrate the impact of Covid-19 on museums to ministers and government officials, to parliamentarians, and to other funders. And you helped us ensure that all our support was adapted to your circumstances and amplify your voices to your audiences.

We would be very grateful for your help again this year. The survey is open until Friday 4 March and should take around 10 minutes to complete.

If you would like to complete the survey but require a different format, please contact Emma Hutchins: ehutchins@artfund.org

*Mandatory questions

<table>
<thead>
<tr>
<th>ABOUT YOUR ORGANISATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organisation name*</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2. Your name</td>
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<tr>
<td></td>
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<tr>
<td>3. Your job title</td>
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<tr>
<td>4. Where is your organisation based?*</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>
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<tr>
<td></td>
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<tr>
<td>5. Type of organisation?* (select as many as apply)</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>
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<tr>
<td>☐ Other (please specify).....................................</td>
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<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>
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<tr>
<td>☐ University</td>
</tr>
<tr>
<td>☐ Other (please specify).....................................</td>
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<td></td>
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<tr>
<td>Taking the Temperature</td>
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<tr>
<td>7. At this point, how concerned are you about the long-term</td>
</tr>
<tr>
<td>survival of your organisation?</td>
</tr>
</tbody>
</table>
Art Fund Directors’ Survey Feb 2022 (final)

 Survival concerns

<table>
<thead>
<tr>
<th>Concern Level</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>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
</tbody>
</table>

**Finances**

8. By the end of this financial year (2021/22), what percentage of income do you expect to see compared to 2019/20 (pre-pandemic)? Think about different elements of income (tickets, shop, café, partnerships) but please do not include emergency funding.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>0%</th>
<th>60%</th>
<th>120%</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME SLIDER</td>
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</table>

9. Since the start of the pandemic, have you received any emergency support or recovery funding, either public or private? Please don’t include the furlough scheme in your response. (Select one only)

- Yes
- No, ineligible for any support
- No, unsuccessful applications
- No, have chosen not to apply
- Other (please specify)……………………….

10. If yes, What were the sources of this support? (Select all that apply)

- National public source
- Local authority source
- Philanthropic source
- Commercial (e.g. a loan)
- Public fundraising
- Other (please specify)……………………….

11. Does your organisation usually operate with a financial reserve?

- Yes
- Other (please specify)……………………….

12. If yes, compared to 2019/20 (pre pandemic) has your reserve level now:

<table>
<thead>
<tr>
<th>Reserve Level</th>
<th>Significantly decreased</th>
<th>Decreased</th>
<th>Stayed about the same</th>
<th>Increased</th>
<th>Significantly increased</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

13. Will you be operating with a new financial deficit in 2022/23?

- Yes
- No
- Not sure
- Other (please specify)……………………….

14. Any other comments on the impact of the pandemic on your organisation’s finances?

**Workforce**

15. How many paid staff currently work in your organisation?* (Select one only)

- None, entirely volunteer run
- 1 - 15
- 16 - 50
- 51 – 99
- 100 - 249
- 250 - 499
- 500 or more
- Don’t know

16. Thinking about your workforce, what impacts have you seen since the start of the pandemic in your organisation? (Select all that apply)

- Redundancies
- Staffing restructure
17. Has the pandemic led to any of the following (Select all that apply)

- Permanent redeployments
- An increased staff turnover
- Full time roles not being replaced
- More part time roles being offered
- Fixed term contracts not being renewed
- Permanent hybrid working
- Other (please specify)

18. Any further comments about the impact of the pandemic on your workforce?

19. What is likely to be your visitor total for the financial year 2021/22?*

- 0
- 0 – 19,999
- 20,000 – 49,999
- 50,000 – 99,999
- 100,000 – 299,999
- 300,000 – 499,999
- 500,000 – 999,999
- 1 million or more
- Don’t know

20. How does this figure compare to 2019/20 (pre pandemic)?

<table>
<thead>
<tr>
<th>VISITOR NUMBER</th>
<th>SLIDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>50%</td>
</tr>
</tbody>
</table>

21. Do you foresee any long term changes to visitor behaviour as a result of the pandemic?

22. Any further comments about the impact of the pandemic on visitors?

23. Which of these audience development areas are a focus for your organisation in 2022/23? (Select all that apply)

- Attracting more audiences from global ethnic majorities
- Reconnecting with core audiences
- Attracting more young people
- Increasing digital audiences
- Attracting more disabled audiences
- Re-engaging schools
- Other (please specify)

24. And which of these are your top priorities? (Select up to three)

- Attracting more audiences from global ethnic majorities
- Reconnecting with core audiences
- Attracting more young people
- Increasing digital audiences
- Deepening audience engagement
- Attracting international tourists
- Attracting domestic tourists
- Attracting hyper-local audiences
<table>
<thead>
<tr>
<th>Attracting more disabled audiences</th>
<th>Increasing the number of Friends or members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-engaging schools</td>
<td>Working with community groups</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>None of these</td>
</tr>
</tbody>
</table>

**Collections**

24. Does your organisation have a collection?*

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

25. Does your organisation have a budget to buy or acquire new works for your collection?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

26. Since the start of the pandemic, has this budget:

<table>
<thead>
<tr>
<th>Acquisitions budget</th>
<th>Significantly decreased</th>
<th>Decreased</th>
<th>Stayed about the same</th>
<th>Increased</th>
<th>Significantly increased</th>
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</table>

27. Has your organisation acquired or commissioned any new works in 2021/22?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

28. Do you intend to acquire or commission any new works in 2022/23?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

29. Are you currently involved in any restitution or repatriation of collections?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

30. Will you be carrying out any collections reinterpretation or a collections review in 2022/23?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

31. Do you have any further concerns or ambitions in relation to your collections?

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

**Exhibitions**

32. Does your organisation usually develop or receive temporary exhibitions?*

- [ ] Yes
- [ ] No
- [ ] Other (please specify)

33. In 2022/23 do you intend to (select all that apply)

- [ ] Develop new temporary exhibitions for your own venues
- [ ] Receive temporary exhibitions from other providers
- [ ] Tour temporary exhibitions
- [ ] Work in partnership with other museums/galleries to develop new temporary exhibitions
- [ ] Loan works to other organisations
- [ ] Borrow works from other organisations
- [ ] None of these
- [ ] Other (please specify)...

34. Any further comments on exhibitions development?
### The Year Ahead

35. Looking to the new financial year (2022/23) what are the challenges facing your organisation?* (Select all that apply)

- Future viability of the organisation
- Low visitor numbers
- Rationalising or closing services
- Reducing environmental impact
- Lack of staff/capacity
- Contested heritage/histories
- Lack of volunteer support
- Maintaining buildings
- The well-being of staff
- Relationship with audiences/members
- Funding shortfalls
- None of these
- Earned income shortfalls
- Other (please specify)...

36. And which of these are the main challenges? (Select up to 3)*

- Future viability of the organisation
- Low visitor numbers
- Rationalising or closing services
- Reducing environmental impact
- Lack of staff/capacity
- Contested heritage/histories
- Lack of volunteer support
- Maintaining buildings
- The well-being of staff
- Relationship with audiences/members
- Funding shortfalls
- None of these
- Earned income shortfalls
- Other (please specify)...

### About Art Fund

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

- Yes
- No
- Not sure

38. Are you part of the National Art Pass Network?

- Yes
- No
- Not sure

39. Art Fund is developing support in a number of strategic areas for 2022/23. Which of these themes are relevant to your organisation’s priorities in the coming year? (Select all that apply)*

- Acquisitions and commissions
- Advocacy to government and other policy makers
- Partnerships between museums/galleries
- Best practice resources
- Environmental sustainability
- Diversity in the workforce
- Engaging diverse audiences
- Diversity of UK collections
- Crowdfunding
- Technology to connect with audiences
- Reaching teachers and schools
- Impact of digital activity
- None of these
- Other (please specify)...

40. And which of these do you consider the most important? (Select up to 3)*

- Acquisitions and commissions
- Advocacy to government and other policy makers
- Partnerships between museums/galleries
- Best practice resources
41. What is particularly difficult to find funding or support for at the moment?

42. What kind of funding or support can Art Fund most usefully offer to your organisation in 2022/23?

43. Is there anything else you would like to tell us about your priorities or ambitions for the year ahead?

44. Would you be willing to take part in follow up research, to explore the findings of this survey in more detail? This might be a video conference with sector colleagues or a phone call.

- Yes  - No

45. 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.

<table>
<thead>
<tr>
<th>Email</th>
<th>Phone number</th>
</tr>
</thead>
</table>

Thank you for taking the time to complete our survey. We really appreciate your valuable responses to directly inform our programme. We will publish the results early summer 2022 on the Art Fund blog.

To keep up-to-date with the latest on our funding and learning opportunities, free digital services and news from across the cultural sector subscribe to our regular e-bulletin www.artfund.org/bulletin

Thank you from everyone at Art Fund.

Goes to https://www.artfund.org/supporting-museums on closure.