

1. Introduction

TheatreNI has been conducting research into sustainability of the theatre and performing arts sector in Northern Ireland.

The research, including a literature review and consultations, has informed the development of this survey. This survey asks you to describe the ways in which you work now, and how this might change in the future.

Through your responses and ongoing consultation, we hope to improve our insight into the sector, identify the key issues and challenges you face, as well as highlight potential opportunities and solutions for strengthening our sector. Your answers will be used (anonymously) as part of an overall report to our funders and other stakeholders.

We understand that the external environment for our sector is incredibly difficult and challenging and we, together, need to explore how we can support each other to meet the challenges ahead, both in the short and longer term.

Respondents to this survey will remain anonymous.

Please note: If you are answering this as a venue/organisation/company please ensure you are the only person within that organisation answering as a representative. You may also complete this as an individual practitioner.

The survey should take you approximately 20 minutes to complete. Thank you for your time.

To get in touch with TheatreNI click [here](#).

The Arts Council of Northern Ireland is the principle funder of TheatreNI.

1. Getting to know you: Please select which category/categories which best describes you or your organisation from the sections below.

Please tick all that apply:

- Legally Constituted Company
- Sole Trader
- Registered Charity
- Community Interest Company
- Non-profit
- Profit Making/Private Enterprise

Other (please specify)

2. Please select which best describes your organisation:

Other (please specify):

3. If you selected Individual Practitioner Above, please choose which best describes you from the following:

Other (please specify)

4. Please state your BT code (your full post code is not required e.g. BT7, BT8)

5. Staffing: Please indicate the number of each of the following within your organisation (based on your usual staffing levels) **If you do not have any staff please put zero for each answer**

Full time staff (35-40hours per week):

Part-time staff (20-35 hours):

Part-time staff (Under 20 hours):

Casual:

Freelance staff:

Interns:

Temporary:

Voluntary/Unpaid:

6. Please provide an estimate of the number of unpaid hours voluntarily worked, within your practice or your organisation over the course of the last financial year:

By paid employees:

By volunteers:

By board members:

By myself (individuals only):

Other:

7. Please select from the list below which personal items or spaces it is necessary for you to use, in order to do your work, without reimbursement.

- Working from home
- Rehearsing from home
- Mobile phone
- Laptop
- House Phone
- Stationery
- Wifi
- Equipment and materials
- Car (inc petrol)
- Parking
- Tickets

Other (please specify)

8. Please provide an estimate of the amount of your own money spent for work purposes over the course of the last financial year.

2. What Sustainability means to you

We now want to look more closely at sustainability and what it means to you.

9. Using the scale below, please rate the following statements about sustainability (organisations and individuals):

	Strongly disagree	Neither agree nor disagree	Moderately agree	Agree	Strongly Agree	N/A
We/I do understand what sustainability means	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My board understands what sustainability means	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability is about generating more income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability is about surviving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability is about developing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability is about future planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We/I view sustainability as a strategic opportunity to look at what I do and why I do it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability is about changing what we/I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We/I don't have time for sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. On a scale of 1-10, how do you rate the sustainability of your organisation/practice? (with 1 being completely unsustainable and 10 being completely sustainable):

1 10

11. Please explain your reasons for this rating:

* 13. Which of the factors below would help improve the sustainability of your organisation/practice? **Please select those most applicable to your organisation/practice - select up to five.**

- Increased sharing of information
- Reducing expenditure
- Increasing income
- Increased research and awareness of industry trends
- Increased networking and connections
- Building your own operational capacity
- Using digital technology
- Providing more opportunities for artistic or professional development
- Accessing more opportunities for artistic or professional development
- Engaging in more collaborations and partnerships
- Audience development
- Maximising the skills of the board
- Maximising the skills of the staff
- Enhanced governance training
- More resource sharing (for example equipment, staff, spaces)
- Increased 'in kind' support
- Fundraising support
- Shared ticketing services

14. Do you have a business plan?

- Yes
- No

15. If no, why not?

- I don't feel I would benefit from a business plan in my organisation
- I don't feel confident writing a business plan
- I don't have time to write a business plan
- I don't feel I'd benefit from a business plan as an individual practitioner
- I don't understand what a business plan is

Other (please specify)

16. If you said yes to Q14, please indicate its total time frame:

- 1 year
- 3-5 Years
- 5-10 Years
- Other (please specify)

17. If you answered yes to Q14, when does your current business plan end?

3. Collaborations and Partnerships

Collaborations and partnerships can be viewed as a key way of enabling an individual or organisation to increase their sustainability. In this section, we want to find out about how involved you are in meaningful collaborations and partnerships and whether they are useful to your practice or to your organisation. Also if you'd like to do more of this work on building collaborations and partnerships- how you can be supported.

By collaborations or partnerships we mean: Working with another individual(s) or organisation(s) in pursuit of an agreed objective/objectives or a defined common purpose or goal while remaining independent organisations or practitioners.

'A partnership is a working relationship between two or more organisations in which both the risks and benefits are shared, with the shared aim of delivering tangible benefits to the partners and the public.' Source: <http://www.kcl.ac.uk/Cultural/culturalenquiries/partnership/Questionnaire.pdf>

Please answer the following questions based on the definitions above:

18. How many times have you or your organisation collaborated/partnered over the last financial year:

- None
- Once
- Two to five times
- Five to ten times
- More than ten

19. Please state **under sections a) and b)** how many of your collaborations/partnerships would have formal written agreements or contracts?

a)

- None
- Very few
- About half
- Most
- All

20. b) How many is this?

- None
- One
- Two to five
- Five to ten
- More than ten

21. Please state **under sections a) and b)** how many of your collaborations/partnerships would have monitoring and end of project evaluation?:

a)

- None
- Very few
- About half
- Most
- All

22. How many is this?

b)

- None
- One
- Two to five
- Five to ten
- More than ten

23. Who have you collaborated/partnered with, within the last financial year? **Select all that apply:**

- Individual Practitioner: (Actor, Producer, Director, Arts Manager, Administrator, Stage Manager, Technician, Designer, Teacher, Facilitator, Community Arts practitioner or artist, Youth Drama Leader, Playwright, Choreographer, Dance Artist, Composer, Theatre-Maker
- Professional Theatre Company/Organisation
- Community and Voluntary Sector Organisation
- Amateur Dramatic Organisation
- Youth Theatre Organisation
- Festival
- Arts Support Organisation
- Arts Centre
- Producing Venue/Theatre
- Receiving Venue/Theatre
- Community Venue
- Mixed Community/Professional Venue
- Educational Institutions
- Businesses
- Local Authorities
- Organisations from the health sector
- No one

Other (please specify)

24. If you selected Individual, please select all those who you have collaborated with:

- Actor
- Producer
- Director
- Arts Manager
- Administrator
- Stage Manager
- Technician
- Designer
- Teacher
- Facilitator
- Community Arts practitioner or artist
- Youth Drama Leader
- Playwright
- Choreographer
- Dance Artist
- Composer
- Theatre-Maker
- N/A

Other (please specify)

25. Please indicate where the organisations/individuals you have collaborated/partnered with are situated.

Select all that apply:

- Belfast
- Derry City
- Co Antrim
- Co Armagh
- Co Down
- Co Fermanagh
- Co Derry/L'Derry
- Co Tyrone
- Republic of Ireland
- Scotland
- England
- Wales
- Across Europe
- Internationally

26. Please rate what factors primarily influence who you collaborate/partner with? Please number in order of priority from 1 (with 1 meaning most influential):

<input type="text"/>	Previously collaborated with them
<input type="text"/>	Reputation
<input type="text"/>	Known to me/my organisation
<input type="text"/>	Availability
<input type="text"/>	Accessibility/Location
<input type="text"/>	They approached me/my organisation first
<input type="text"/>	Visibility on social media
<input type="text"/>	They have resources relevant to my/our current project/programme
<input type="text"/>	They have knowledge/experience relevant to my/our current project/programme
<input type="text"/>	They are already conducting a project of a similar theme/content
<input type="text"/>	Expertise
<input type="text"/>	Opportunity to open-up new income streams
<input type="text"/>	Access to resources of a larger organisation
<input type="text"/>	Other

27. If you selected other, please explain:

* 28. How do these collaborations/partnerships benefit you: **Strategically** (Select those most relevant to you - Select up to 3)

- Access to a wider network of people/organisations
- Access to individuals or groups that may be interested in outreach activities
- Reputational development
- Ability to programme more strategically
- Audience Development
- Marketing

Other (please specify)

* 29. How do these collaborations/partnerships benefit you: **Operationally** (Select those most relevant to you - Select up to 3)

- Increased capacity
- Access to expertise/skills
- Access to resources of a larger organisation (marketing, administration, knowledge)
- Professional development
- Access to digital technology
- Access to work space
- Other (please specify)

* 30. How do these collaborations/partnerships benefit you: **Artistically** (Select those most relevant to you - Select up to 3)

- Wider delivery in terms of programming
- Creative or artistic development
- Access to performance space
- Access to rehearsal space
- Technical support (lighting, sound)
- Access to wider audiences
- Other (please specify)

* 31. How do these collaborations/partnerships benefit you: **Financially** (Select those most relevant to you - Select up to 3)

- Reduced expenditure
- Access to different/additional income streams
- Ability to tender for bigger projects
- Access to better resources
- Fundraising

Other (please specify)

32. How long do your collaborations/partnerships typically last?:

- One off event
- One project/production
- Revisited Monthly
- Revisited Quarterly
- Revisited Twice a year
- Revisited Annually
- Revisited less than annually
- Other (please specify)

33. What factors could make your collaborations/partnerships have a greater impact on you/your organisation's sustainability? (Please number in order of priority from 1, with 1 indicating the biggest potential for impact):

<input type="text"/>	Longer term collaborations
<input type="text"/>	Collaborations organised further in advance
<input type="text"/>	Revisiting collaborations more frequently
<input type="text"/>	Finding collaborators with more resources
<input type="text"/>	Finding collaborators with better knowledge
<input type="text"/>	Finding collaborators more suited to our organisation's purpose or mission

34. What hurdles exist to strategic collaboration? **Select all that apply:**

- Accessibility/location
- I don't have enough time
- I don't have the resources to plan far enough in advance
- I don't feel I have enough knowledge of other organisations
- I don't feel I have enough knowledge of other individual practitioners
- Other organisations don't have enough time
- I'm scared of losing my vision/my organisation's vision
- I'm worried about the cost implications

Other (please specify)

35. What kind of support do you currently receive for free or at a reduced cost (outside of your own organisation)? **Within each section, please select all that apply:**

Operational/Financial

- Regular/Ongoing sharing of resources, equipment, services
- Access to associate/assistant roles (e.g. assistant director)
- Other production support
- Administrative support
- Training
- Developing strategies/business plan
- Developing audiences
- Developing, managing & maintaining collaborations and partnerships
- Policies & procedures
- Marketing, PR & Communication
- Mentoring, advice and knowledge sharing
- Space for meetings/training/networking
- Ticketing/Box Office

Other (please specify)

36. Artistic

- Regular/Ongoing sharing of resources, equipment, services
- Other production support
- New writing development
- Lighting
- Sound
- Other technical support
- Free or affordable Rehearsal Space
- Free or affordable Performance space
- Rehearsed readings
- Training

Other (please specify)

37. Who are you receiving the support above from? **Within each section, please select all that apply:**

- Membership organisations/professional umbrella bodies /sectoral organisations
- Individual Practitioners
- Community & voluntary sector organisations
- Professional theatre/performing arts producing companies
- Venues/Arts Centres
- Government/Semi Government organisations (Arts Council, British Council, Culture Ireland Invest Ni/Workwest/CENI)
- Local Authorities
- Schools
- Academia/other educational organisations

Other (please specify)

38. What kind of support financial and/or in kind do you offer other organisations/individual practitioners for free or at a reduced cost? **Within each section, please select all that apply:**

Operational Financial

- Regular/Ongoing sharing of resources, equipment, services
- Access to associate/assistant roles (e.g. assistant director)
- Other production support
- Administrative support
- Training
- Developing strategies/business plan
- Developing audiences
- Developing, managing & maintaining collaborations and partnerships
- Policies & procedures
- Marketing, PR & Communication
- Mentoring, advice and knowledge sharing
- Space for meetings/training/networking
- Ticketing/Box office

Other (please specify)

39. Artistic

- Regular/Ongoing sharing of resources, equipment, services
- Other production support
- New writing development
- Lighting
- Sound
- Other technical support
- Free or affordable Rehearsal Space
- Free or affordable Performance space
- Rehearsed readings
- Training

Other (please specify)

40. Who do you offer it to? Select all that apply:

- Individual Practitioners
- Membership organisations/professional umbrella bodies /sectoral organisations
- Community & voluntary sector organisations
- Professional theatre/performing arts producing companies
- Venues/Arts Centres
- Government/Semi Government organisations (Arts Council, British Council, Culture Ireland Invest Ni/Workwest/CENI)
- Local Authorities
- Schools
- Academia/other educational organisations

Other (please specify)

41. In terms of the support you are currently receiving, what has been most helpful? **In each section below, please select all that apply:**

Operational/Financial

- Regular/Ongoing sharing of resources, equipment, services
- Access to associate/assistant roles (e.g. assistant director)
- Other production support
- Administrative support
- Training
- Developing strategies/business plan
- Developing audiences
- Developing, managing & maintaining collaborations and partnerships
- Policies & procedures
- Marketing, PR & Communication
- Mentoring, advice and knowledge sharing
- Space for meetings/training/networking
- Ticketing/Box office

Other (please specify)

42. Artistic

- Regular/Ongoing sharing of resources, equipment, services
- Other production support
- New writing development
- Lighting
- Sound
- Other technical support
- Free or affordable Rehearsal Space
- Free or affordable Performance space
- Rehearsed readings
- Training

Other (please specify)

* 43. What additional support would be helpful in improving your sustainability? Select those most relevant to you - Select up to five.

Operational/Financial

- Regular/Ongoing sharing of resources, equipment, services
- Other production support
- New writing development
- Lighting
- Sound
- Other technical support
- Free or affordable Rehearsal Space
- Free or affordable Performance space
- Rehearsed readings
- Training
- Ticketing/Box Office
- Increased core funding
- Increased project funding

Other (please specify)

* 44. **Artistic** Select those most relevant to you - Select up to five.

- Regular/Ongoing sharing of resources, equipment, services
- Other production support
- New writing development
- Lighting
- Sound
- Other technical support
- Free or affordable Rehearsal Space
- Free or affordable Performance space
- Rehearsed readings
- Training

Other (please specify)

45. 'Backoffice operations', providing administration, book-keeping and financial management, marketing, grant-writing and fundraising support for a number of small-mid sized arts organisations would be useful in strengthening capacity and helping to sustain the sector.

Do you:

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- I don't understand what 'back office operations' are

Please explain your answer

46. Are you members of support organisations for the sector? (e.g. TheatreNI, Dance Resource Base, Arts and Business NI etc)

- Yes
- No

4. Operations and Capacity

47. How would you rate your current levels of operational capacity on a scale from 1-10 (with 1 meaning 'extremely ineffective', 5 meaning 'moderately effective' and 10 meaning 'extremely effective')?

1 10



48. What do you see to be your biggest challenges/areas for improvement? **Select all that apply:**

- Income generation
- Staff skills
- Staff knowledge
- Governance
- Budget management
- Marketing
- Fundraising
- Managing risk
- Programming
- Evaluation and monitoring
- Developing artistic programme
- Touring

Other (please specify)

49. What have you, or has your organisation, done to respond to these challenges? **Select all that apply:**

- Attended Training
- Organised training for staff/board
- Staff/board review
- Gained advice from other professionals
- Set targets, evaluated and monitored progress
- Consulted with support arts organisations (e.g. TheatreNI, AudiencesNI)
- Consulted with representative bodies (e.g. Equity, ITC)

Other (please specify)

5. Income

53. What do you estimate your turnover (within your organisation, or from your arts based practice) will be for 16/17?

- £10,000 or less
- £10,00-£20,000
- £20,001-£50,000
- £50,001-£100,000
- £100,001-£250,000
- £250,001-£500,000
- £500,001-£1,000,000
- £1,000,001+

54. How has your income changed over the last 3 years?

- Hasn't greatly changed
- Modest increase
- Moderate increase
- Substantial increase
- Modest decrease
- Moderate decrease
- Substantial decrease

55. Please select all sources of your core funding:

Core funding refers to financial support that covers basic “core” organisational and administrative costs of an organisation, including salaries of full-time staff, facilities, equipment, communications, and the direct expenses of day-to-day work.

- Arts Council of Northern Ireland AFP
- Other Arts Council of Northern Ireland Grants (e.g. small grants, SIAP)
- Trusts and Foundations
- Belfast City Council
- European Funding
- Other Councils Funding
- Cross border funding
- Income from sales (e.g tickets, training events, workshops, programmes)
- Income from commercial/corporate/business support
- In kind
- Public donations
- Fundraising events
- An Chomhairle Ealaíon (Arts Council Ireland)
- British Council

Other (please specify)

56. Please tick all sources for your project funding:

- Arts Council of Northern Ireland AFP
- Other Arts Council of Northern Ireland grants (e.g. small grants, SIAP)
- Trusts & Foundations
- Belfast City Council
- European Funding
- Other Councils Funding
- Cross border funding
- Income from sales (e.g tickets, training events, workshops, programmes)
- Income from commercial/corporate/business support
- In kind
- Public donations
- Fundraising events
- An Chomhairle Ealaíon (Arts Council Ireland)
- British Council

Other (please specify)

57. Please set out what percentage of 16/17 income is from the following sources (out of a total of 100%)

Public Funding

Trusts and Foundations

Sponsorship

Earned Income

Other

58. How far ahead have you projected your expected income?

- I don't feel confident projecting my income ahead
- I don't have time to project my income ahead
- Less than 1 year
- 1 Years
- 2-5 Years
- 5-10 years

59. Have you planned to increase your income over the next 3 years? If so how?

60. Have you planned to streamline operations to reduce operating costs over the next 3 years? If so how?

61. What challenges do you feel currently prevent you from attracting income from a range of sources? (e.g. corporate sponsorship, in kind support, private donations, funding from a range of funders):

- Already attract a good range of income sources
- Lack of visibility/small organisation
- New organisation
- Time
- Lack of fundraising experience
- Nothing to offer (i.e. for corporate sponsorship)
- Some funding streams are not available to us

Other (please specify)

6. End of Survey

Thank you for taking the time to complete our survey!

Respondents to this survey will remain anonymous.