Brokerage: Marketing Cultural Activity to Schools

Online survey amongst cultural practitioners / organisations in London

Dec 2013

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Contents

- Methodology
- Executive Summary
- Demographics
- Engaging / Communicating with Schools
    - Type of schools
    - Cultural activities in schools
    - Communicating with schools

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Methodology (1)

- 10 minute online survey

- Survey period: 25th Nov-8th Dec 2013

- Sample came from A New Directions (A.N.D.) database of cultural practitioners and organisations who engage with schools, made up of :

  - NPOs (National Portfolio Organisations)

  - Museum / Gallery or Heritage sites

  - Music organisations

  - Arts organisations not an NPO

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Methodology (2)

- Total sample = 115

- Analysis of results shows:
  - Total response (115)
  - Response from NPOs (49)
  - Combined response from Museum/ Gallery or Heritage sites, Music organisations and Arts organisations not NPOs (53) – referred to as Non-NPOs throughout the report
    - Response rates not shown for the 'Non-NPOs' at their individual organisational level, due to low base sizes

Executive Summary (1)

- Respondents were most likely working within an educational / learning role (two thirds), or else a leadership role (one fifth) within their organisation

- It was more common for organisations to provide pre-designed projects and activities to schools rather than develop bespoke ones in partnership with them

- Whilst half the organisations surveyed believe they are effective at communicating with schools, two thirds claimed they would like to have a greater understanding of how to effectively communicate to them, suggesting there is a need for ANDs proposed Cultural Commissioning 'how to' guides for schools and cultural practitioners / organisations

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Executive Summary (2)

- Overall, the 'personal touch' – either through previous experience of working together, personal contacts or, face to face school visits appear to lead communication lines between arts/ cultural organisations and schools:

  - For the most part, schools previous experience of working with arts/ cultural organisations is how they know about what services are on offer

    - Beyond that, word of mouth, direct marketing and organisations' websites are the most popular ways that schools become informed

    - Local authority arts / cultural 'advisors or services' and 'educational networks consortia' also have a notable role to play

  - Arts / cultural organisations tend to promote their services to schools based on their proximity (local borough or London based), through previous experience of working with them, or those where they have personal contacts:

    - Schools who are based in disadvantaged areas or have signed up to an organisations mailing list also influence who they communicate to

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Executive Summary (3)

- Direct visits to schools (or face to face appointments) were by far perceived as the most effective method of communicating to schools
  - Email and phone were also considered amongst the more effective methods, and to a lesser extent, brochures, letters and invitations to cultural events

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Cultural Organisations / Practitioners Demographics

More than two fifths of respondents to the survey were NPOs, one quarter were museum/gallery or heritage sites and lower proportions from non-NPO organisations or music hubs

Organisation types

Organisation type	%
NPO (National Portfolio Organisation)	43%
Museum/Gallery or Heritage site	23%
Arts organisation that is not an NPO	15%
Music Hub	9%
Other (please specify)	11%
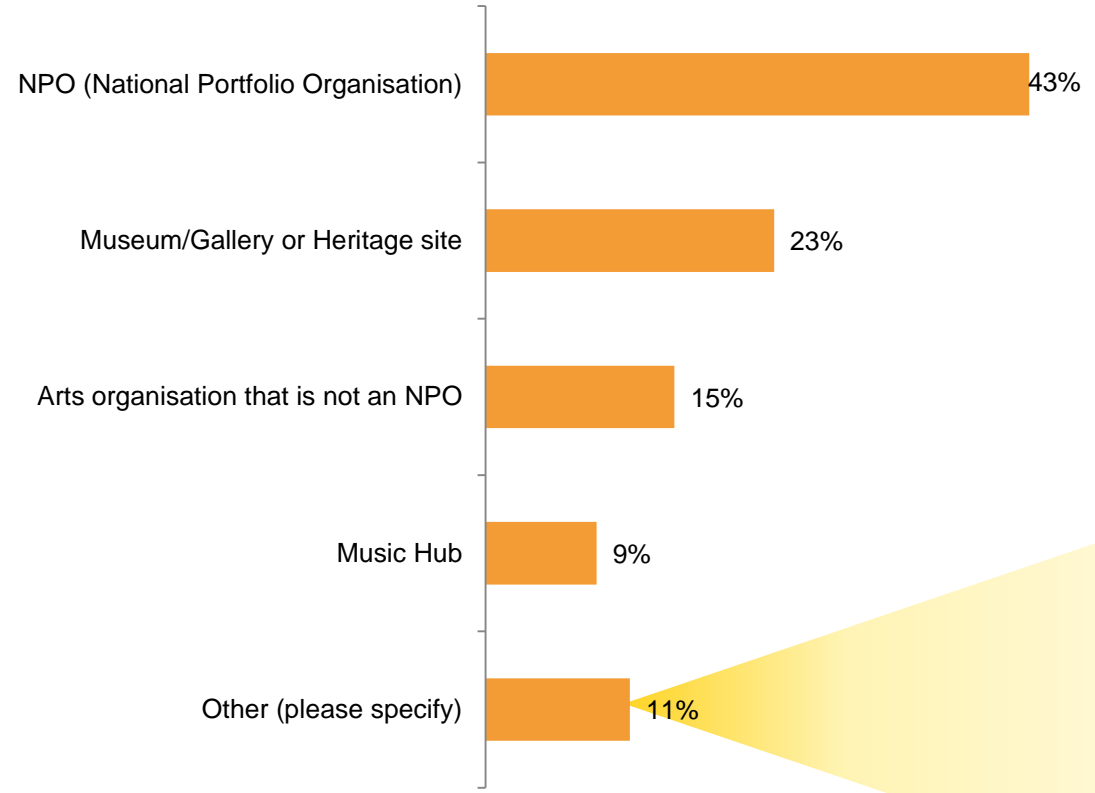
- Infrastructure umbrella organisation
- A team of 2 who work in schools, in museums and with corporate clients
- Architecture education organisation (not for profit)
- Specialist Arts Education Organisation
- Non NPO arts venue, managed by a local authority
- Partnership/Company
- University
- Charity that has a cultural offer amongst other work
- Corporate
- St Paul's Cathedral London
- Place of Worship
- Social enterprise (not-for-profit)
- National Youth Music Organisation (NYMO - ACE funded)

Q3 Which of these best describes your organisation? Base: All respondents (115)

Theatre and music were the most popular forms of arts/ cultural practice provided by one third of the arts organisations

Types of Art Form or Cultural Practice

Total

Art Form	Total
Theatre	32%
Music	32%
Museum	21%
Combined arts	20%
Visual Arts	19%
Dance	18%
Digital, film and media projects	17%
Heritage site	16%
Gallery	11%
Library/Archive	10%
Literature	8%
Other	16%
Don't know	2%

NPO vs non-NPO

Art Form	NPO	Non-NPO
Theatre	45% *	21%
Music	22%	40%
Museum	0%	42% *
Combined arts	20%	13%
Visual Arts	16%	19%
Dance	27% *	8%
Digital, film…	22% *	8%
Heritage site	2% *	25%
Gallery	6%	13%
Library/Archive	2% *	15%
Literature	10%	2%
Other	10%	6%
Don't know	2%	0%

- NPO
- Non-NPO

A greater proportion of NPOs were from theatre, dance or digital based backgrounds, compared to the non-NPOs

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Q2 How would you describe your art form or cultural practice? Please select all that apply.
Base: All respondents (115); NPO (49); non-NPO (53), *significant difference

Almost three fifths of arts/cultural organisations employ between 2 and 20 people

Percentage of People Employed by Organisations

Total

Category	Percentage
300+	4%
151-300	5%
51-150	17%
21-50	13%
6-20	39%
2-5	19%
I work for myself	0%
Don't know	2%

NPO vs non-NPO

Category	NPO	Non-NPO
300+	2%	6%
151-300	0%	8%
51-150	18%	19%
21-50	16%	11%
6-20	43%	38%
2-5	20%	17%
I work for myself	0%	0%
Don't know	0%	2%

■ NPO
■ Non-NPO

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Q4 How many people does your organisation employ?
Base: All respondents (115); NPO (49); non-NPO (53)
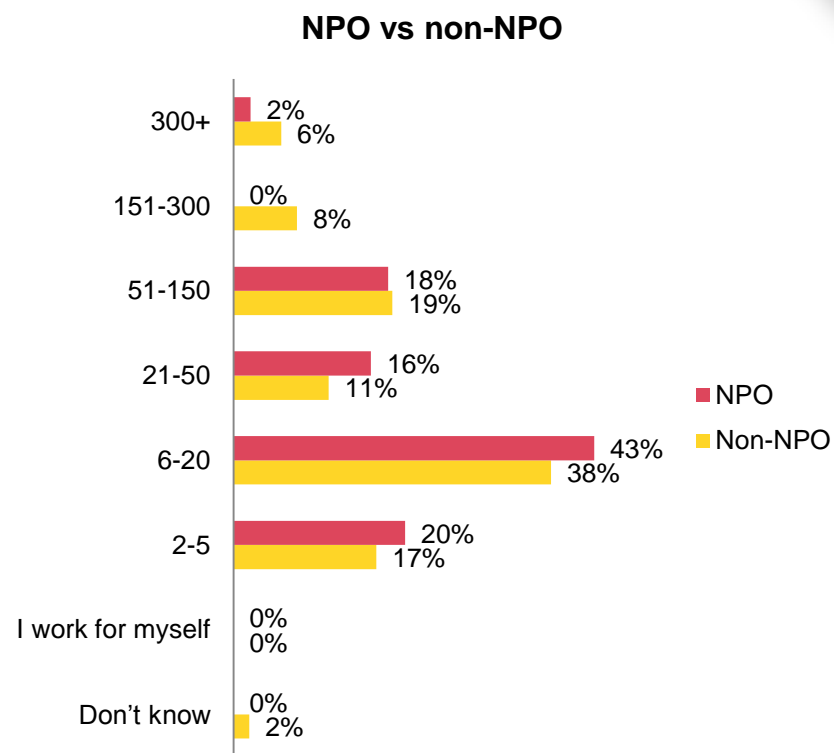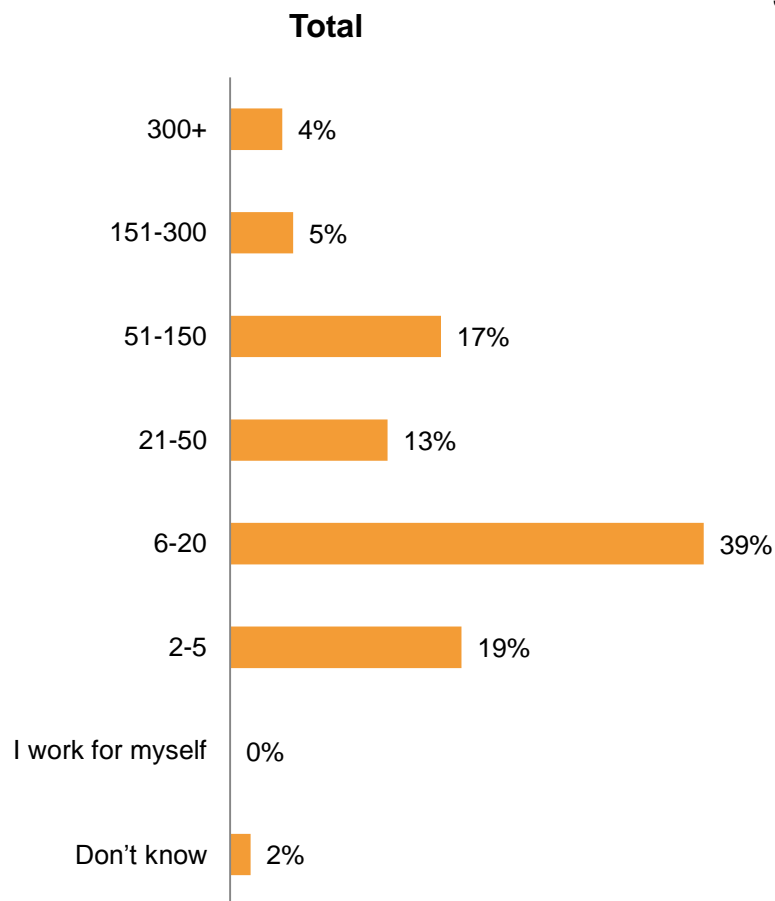
The majority of respondents (two thirds) had roles in Education / Learning within their organisations

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Respondents' Roles in their Organisations

Total

- Education / Learning — 67%
- Leadership — 19%
- Marketing / Communications — 6%
- Curatorial / programme management — 5%
- Production — 2%
- Research / Development — 0%
- Other (please specify) — 10%
- Don't know — 1%

Other responses included:

- A mix of Marketing/ Communications & Education/Learning
- Administration
- Production

NPO vs non-NPO

- Education / Learning — NPO 71%, Non-NPO 68%
- Leadership — NPO 16%, Non-NPO 21%
- Marketing / Communications — NPO 6%, Non-NPO 4%
- Curatorial / programme management — NPO 4%, Non-NPO 6%
- Production — NPO 2%, Non-NPO 2%
- Research / Development — NPO 0%, Non-NPO 0%
- Other (please specify) — NPO 10%, Non-NPO 6%
- 0%

■ NPO
■ Non-NPO

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Q5 Which of the following areas most relate to your role within the organisation?
Base: All respondents (115); NPO (49); non-NPO (53)
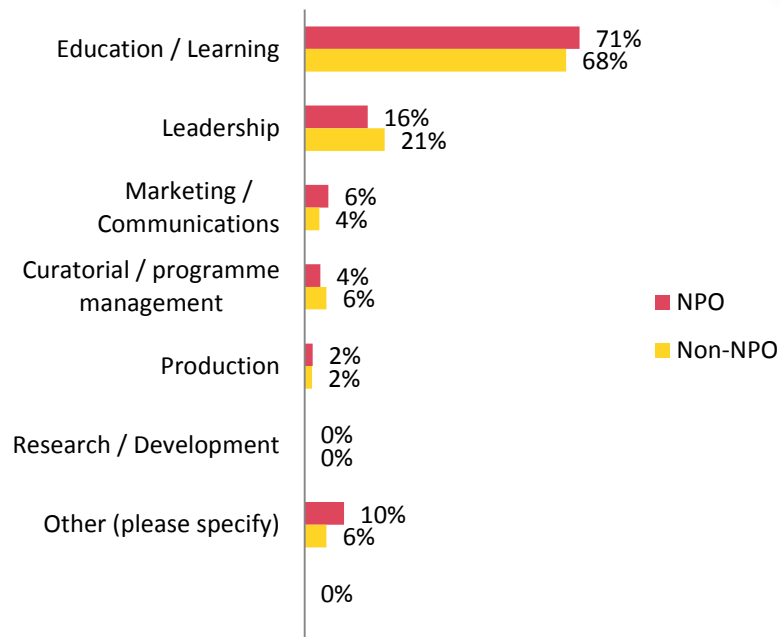
Engaging / Communicating with Schools
Type of Schools

The majority of organisations engage with primary and secondary schools. Least engagement occurs amongst nursery schools

Phases of Learning Organisations Engage With

Total

- Higher Education Institutions — 70%
- FE colleges — 70%
- Secondary schools — 95%
- Middle Schools — 64%
- Primary schools — 86%
- Nursery schools — 43%

NPO vs non-NPO

Phase	NPO	Non-NPO
Higher Education Institutions	76%	66%
FE colleges	78%	66%
Secondary schools	96%	92%
Middle Schools	63%	64%
Primary schools	80%	92%
Nursery schools	45%	42%

Q6 What phases of learning do you engage with? Please select all that apply.
Base: All respondents (115); NPO (49); non-NPO (53)
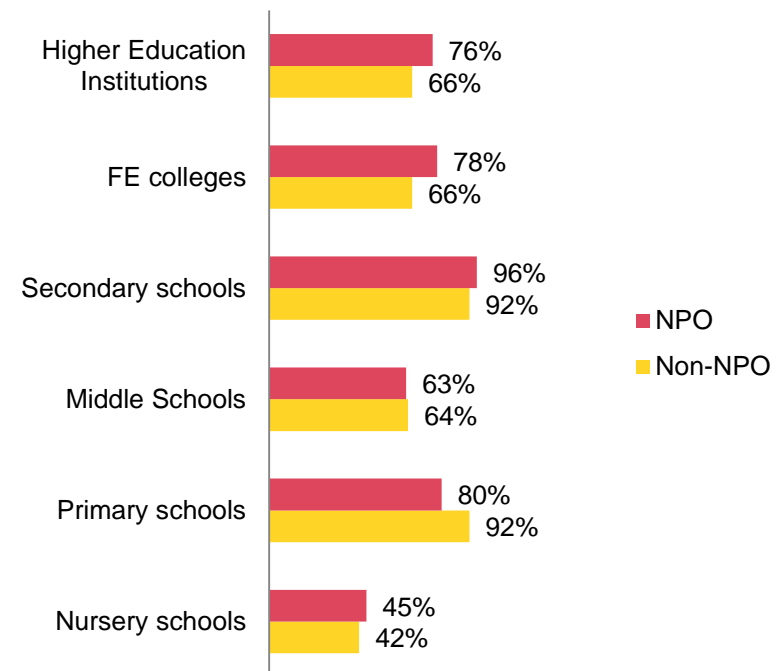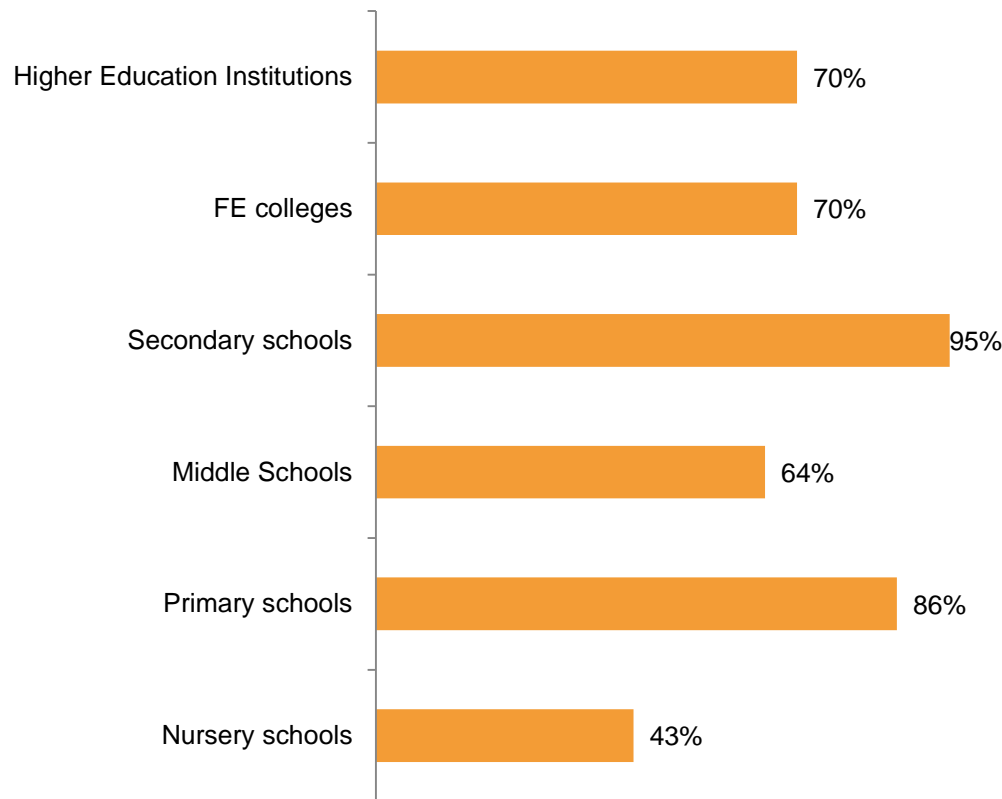
The majority of organisations engage with state schools and academies and around two thirds engage with the other range of schools as well

Types of School Organisations Engage With

Total

Type	Percentage
State schools that are maintained by the Local…	98%
Academies	91%
Special Schools	71%
FE Colleges	69%
Faith schools	68%
Independent / private schools	67%
Free schools	64%
University Technical Colleges/Studio Schools	47%
Other	10%

NPO vs non-NPO

Type	NPO	Non-NPO
State schools that are maintained by the Local Authority	96%	100%
Academies	90%	94%
Special Schools	71%	77%
FE Colleges	78%	64%
Faith schools	59%	74%
Independent / private schools	59%	77%
Free schools	61%	68%
University Technical Colleges/Studio Schools	51%	51%
Other	14%	9%

■ NPO
■ Non-NPO

A.N.D

Q7 What type of schools do you engage with? Please select all that apply.
Base: All respondents (115); NPO (49); non-NPO (53)

Engaging / Communicating with Schools
Cultural activities in schools

The most popular ways of engaging with schools, for more than seven in ten, is to 'work with them as part of their education, learning and/or outreach objectives' or 'provide a range of workshops, activities and other outreach opportunities'

How Organisations Engage with Schools

Total

Statement	Total	NPO	Non-NPO
We work closely with schools are part of our education, learning and/or outreach objectives	74%	80%	70%
We have long term relationships with a range of schools which we partner with to achieve shared outcomes	56%	59%	53%
Schools are key to reaching young audience members and participants for our youth activity - therefore we market these offers through schools	51%	55%	45%
We provide a range of workshops, actvities and/or other outreach opportunities to schools and charge for these	70%	76%	68%
We encourage schools to visit our work	59%	65%	58%
We provide a range of workshops, activities and/or other outreach opportunities to schools for free	58%	61%	57%
Other (please specify)	4%	4%	2%
None	2%	0%	2%

■ NPO
■ Non-NPO

Q9 How would you describe your engagement with schools? Please select all that apply.
Base: All respondents (115); NPO (49); non-NPO (53)

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Over one third of organisations deliver up to 10 projects in a year to schools, almost one third deliver 51 or more projects and the rest deliver somewhere in between

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Proportion of projects and activities delivered in a year

Total

- 51+
- 26-50
- 11-25
- 0-10
- Don't know/not sure

Total	
51+	31%
26-50	13%
11-25	17%
0-10	36%
Don't know/not sure	3%

NPO vs non-NPO

	NPO	Non-NPO
51+	22%	40%
26-50	8%	19%
11-25	27%	13%
0-10	43%	26%
Don't know/not sure		2%
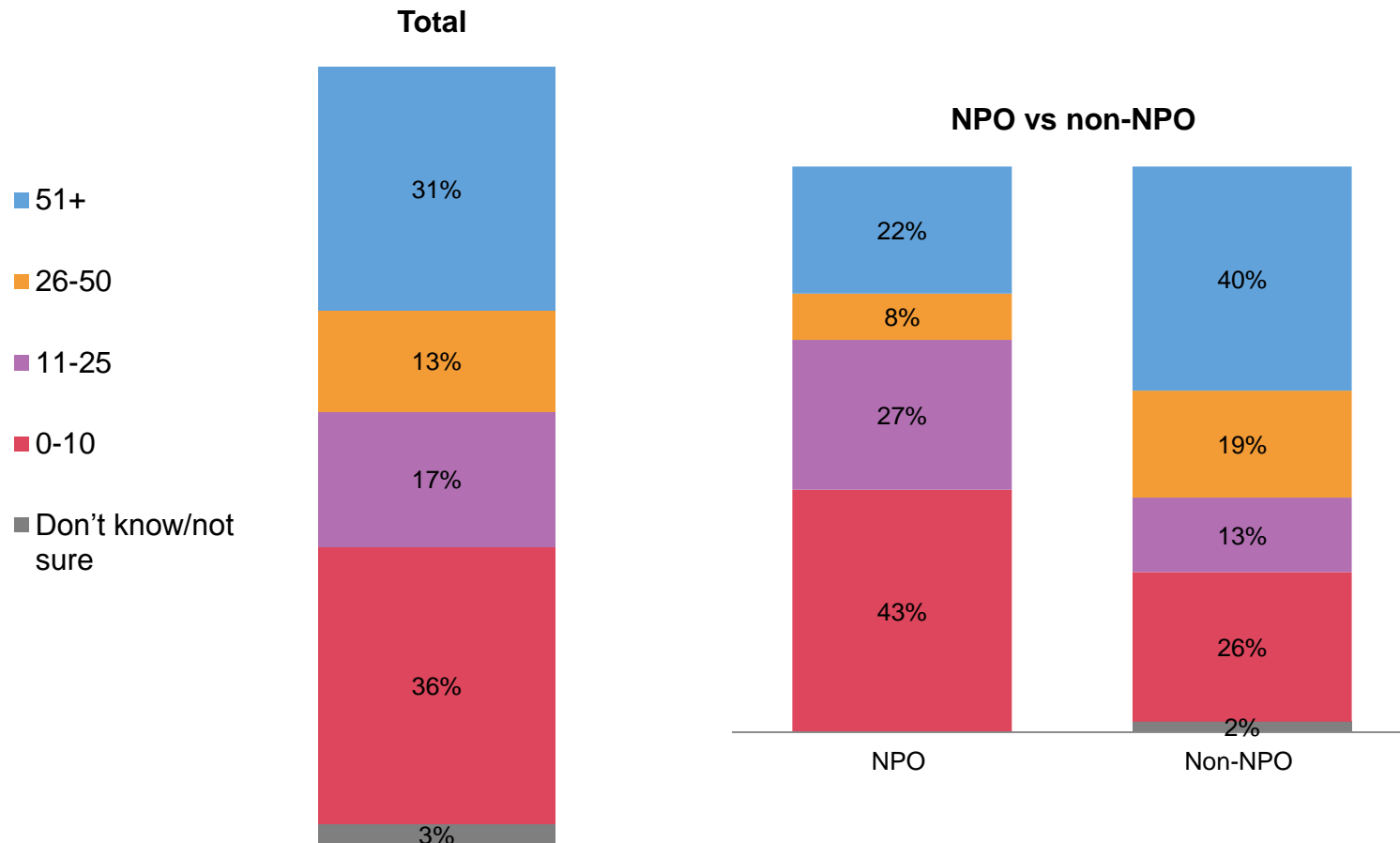
Non-NPOs deliver more projects compared to NPOs

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Q11 On average, how many projects and activities aimed at schools do you deliver over the course of a year?
Base: All respondents (115); NPO (49); non-NPO (53)

Three fifths of organisations pre-design and develop their activities in schools *all* or *most* of the time and this is more likely within Non-NPO organisations (66% vs. 49% NPOs)

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Proportion of Projects and Activities which are:
Pre-designed and Developed by the Organisation

Total

Legend:
- ■ All
- ■ Most
- ■ Around half
- ■ Less than half
- ■ None
- ■ Don't know

Total bar:
- 11% All
- 50% Most
- 21% Around half
- 14% Less than half
- 5% None
- 61%

NPO vs non-NPO

NPO:
- 5% All
- 43% Most
- 27% Around half
- 20% Less than half
- 5% None
- 48%

Non-NPO:
- 14% All
- 52% Most
- 20% Around half
- 10% Less than half
- 4% None
- 66%

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Q12 What proportion of the projects and activities aimed at schools are the following?
Base: All respondents (115); NPO (49); non-NPO (53)

Organisations were less likely to produce bespoke projects for schools in comparison to pre-designed ones, with one quarter doing so *all* or *most* of the time (compared to three fifths pre-designed)

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Proportion of Projects and Activities which are:
Bespoke Projects and Activities Developed in Partnership with the School

Total

All	7%
Most	17% } 24%
Around half	26%
Less than half	44%
None	7%

Legend:
- All
- Most
- Around half
- Less than half
- None
- Don't know

NPO vs non-NPO

NPO
- All: 6%
- Most: 17% } 23%
- Around half: 34%
- Less than half: 38%
- None: 4%

Non-NPO
- All: 6%
- Most: 16% } 22%
- Around half: 22%
- Less than half: 48%
- None: 8%

Q12 What proportion of the projects and activities aimed at schools are the following?
Base: All respondents (115); NPO (49); non-NPO (53)

Over half of organisations do not set financial targets for generating income from schools, with non-NPOs more likely to not set targets

Do Organisations Set Financial Targets for Generating Income from Schools
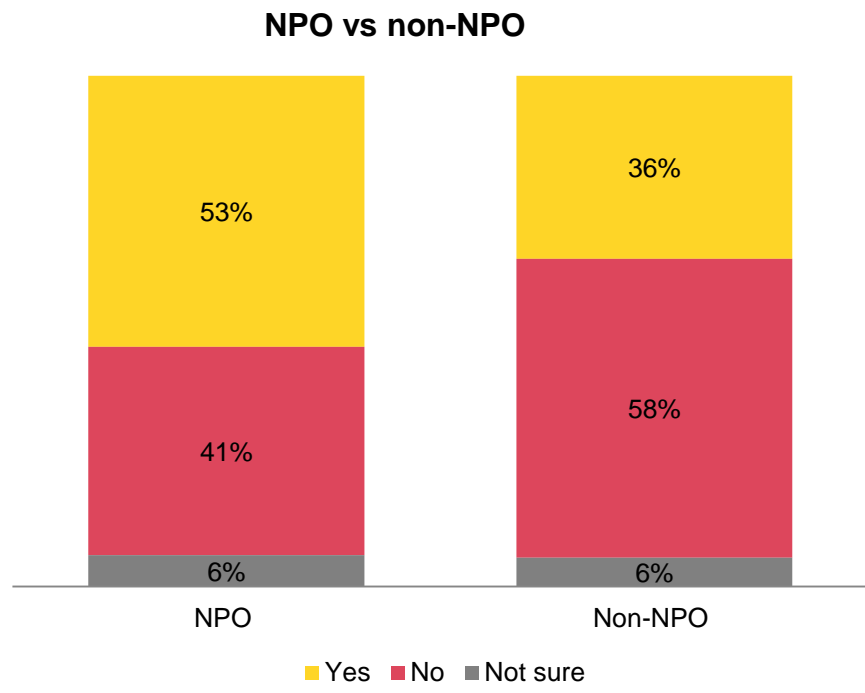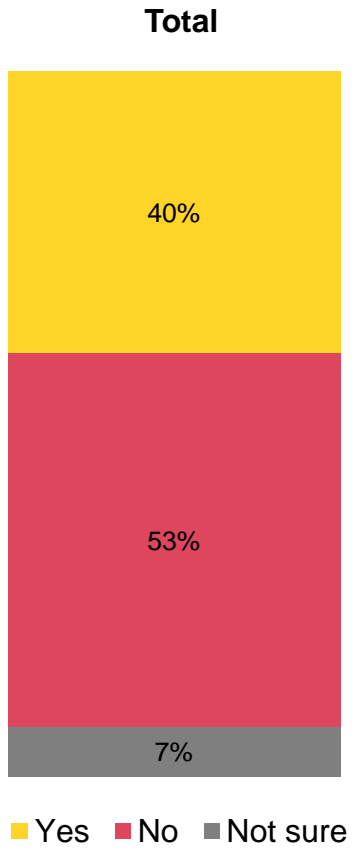
Total

40%

53%

7%

■ Yes ■ No ■ Not sure

NPO vs non-NPO

NPO
53%
41%
6%

Non-NPO
36%
58%
6%

■ Yes ■ No ■ Not sure

NPO   Non-NPO

Engaging / Communicating with Schools
Communicating with schools

Proximity to schools (either within local borough or within London), previous experience and personal contacts are amongst the most popular factors influencing which schools organisations promote to

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Factors Impacting Which Schools Organisations Promote To

Total

Factor	%
They are based in my local borough	78%
We have worked with the schools before	73%
We have personal contacts at the schools	65%
They are based within London	59%
They are based in disadvantaged areas	50%
The schools have signed up to our mailing list	45%
They are low achieving schools	17%
They are high achieving schools	13%
They have Artsmark	10%
Other (please specify)	17%
Don't Know	2%

NPO vs non NPO

Factor	NPO	Non-NPO
They are based in my local borough	82%	77%
We have worked with the schools before	76%	72%
We have personal contacts at the schools	76%	58%
They are based within London	57%	58%
They are based in disadvantaged areas	57%	42%
The schools have signed up to our mailing list	49%	43%
They are low achieving schools	16%	17%
They are high achieving schools	6%	17%
They have Artsmark	12%	8%
Other (please specify)	27%	9%
Don't Know	4%	0%

More NPOs have personal contacts with schools than Non-NPOs

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Q8 How do you choose which schools to promote your arts / cultural offering to? Please select all that apply.
Base: All respondents (115); NPO (49); non-NPO (53)

For the vast majority, previous experience accounts for how schools know about them. Word of mouth, direct marketing and websites are amongst the other more effective communication methods, for three quarters

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How Communication is Carried Out with Schools

Total

Method	%
Previous experience of using us	92%
Word of mouth, through other schools who have worked with us	74%
Our own direct marketing to schools	72%
Through our website	72%
Through local authority arts / cultural advisors or service	50%
Word of mouth, other than from schools	46%
Local arts/culture and education networks or consortia	34%
National arts/culture and education networks or consortia	12%
Local non-educational arts/culture networks or consortia	10%
Advertising in local media	10%
Through strategic pan-London arts organisations such as A New Direction	9%
Advertising in educational media	5%
National non-educational arts/culture networks or consortia	4%
Advertising in national media	4%
Other (please specify)	12%
Don't know	3%

NPO vs non-NPO
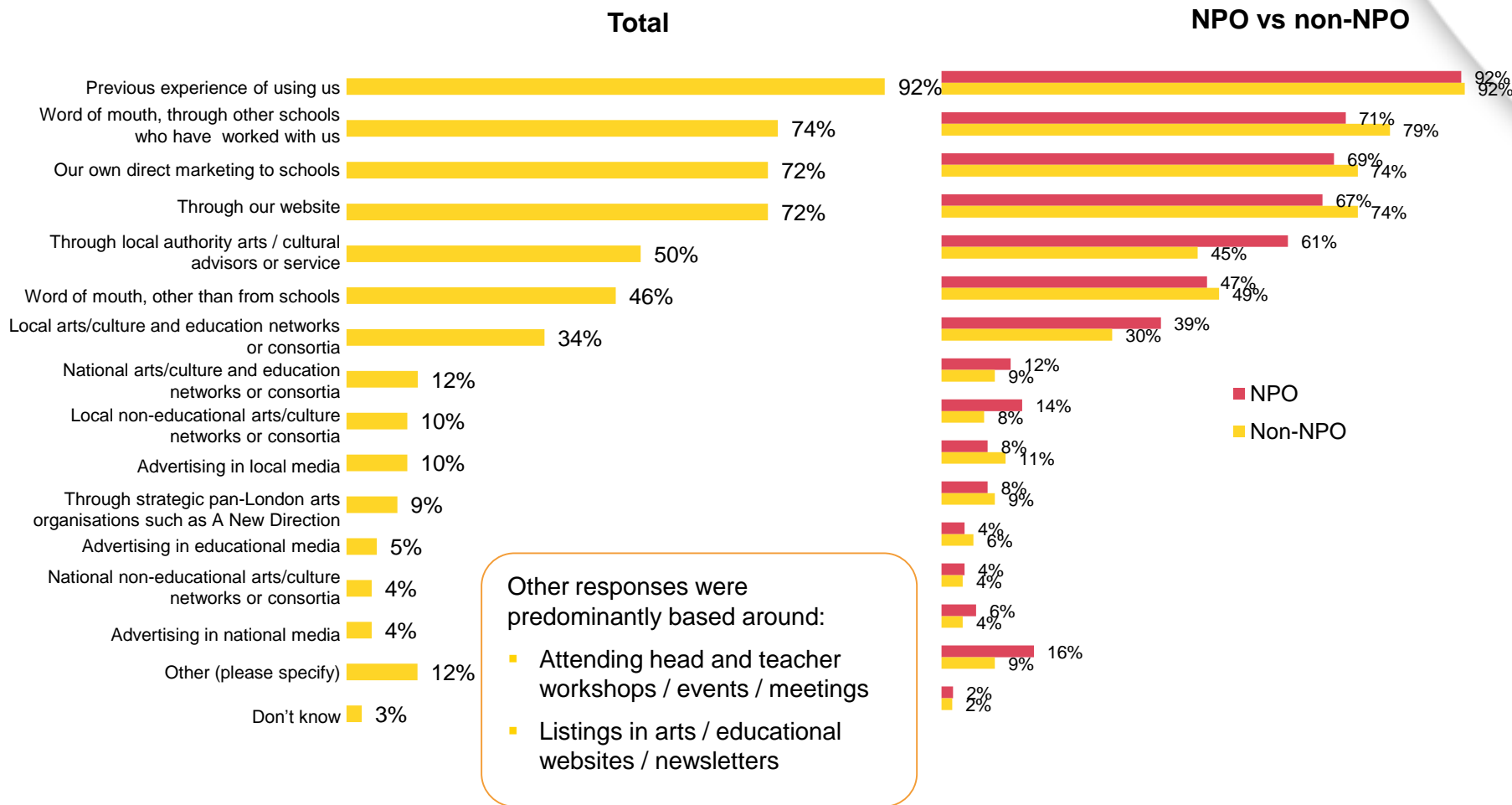
Method	NPO	Non-NPO
Previous experience of using us	92%	92%
Word of mouth, through other schools who have worked with us	71%	79%
Our own direct marketing to schools	69%	74%
Through our website	67%	74%
Through local authority arts / cultural advisors or service	61%	45%
Word of mouth, other than from schools	47%	49%
Local arts/culture and education networks or consortia	39%	30%
National arts/culture and education networks or consortia	12%	9%
Local non-educational arts/culture networks or consortia	14%	8%
Advertising in local media	8%	11%
Through strategic pan-London arts organisations	8%	9%
Advertising in educational media	4%	6%
National non-educational arts/culture networks or consortia	4%	4%
Advertising in national media	6%	4%
Other (please specify)	16%	9%
Don't know	2%	2%

■ NPO
■ Non-NPO

Other responses were predominantly based around:
- Attending head and teacher workshops / events / meetings
- Listings in arts / educational websites / newsletters

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Q13 Thinking about the schools you work with, how did they find out about you?
Base: All respondents (115); NPO (49); non-NPO (53)

Visits into schools & face to face appointments were by far considered the most effective communication tool for three quarters. Email (54%) and phone (41%) were also considered amongst the more effective styles of communication
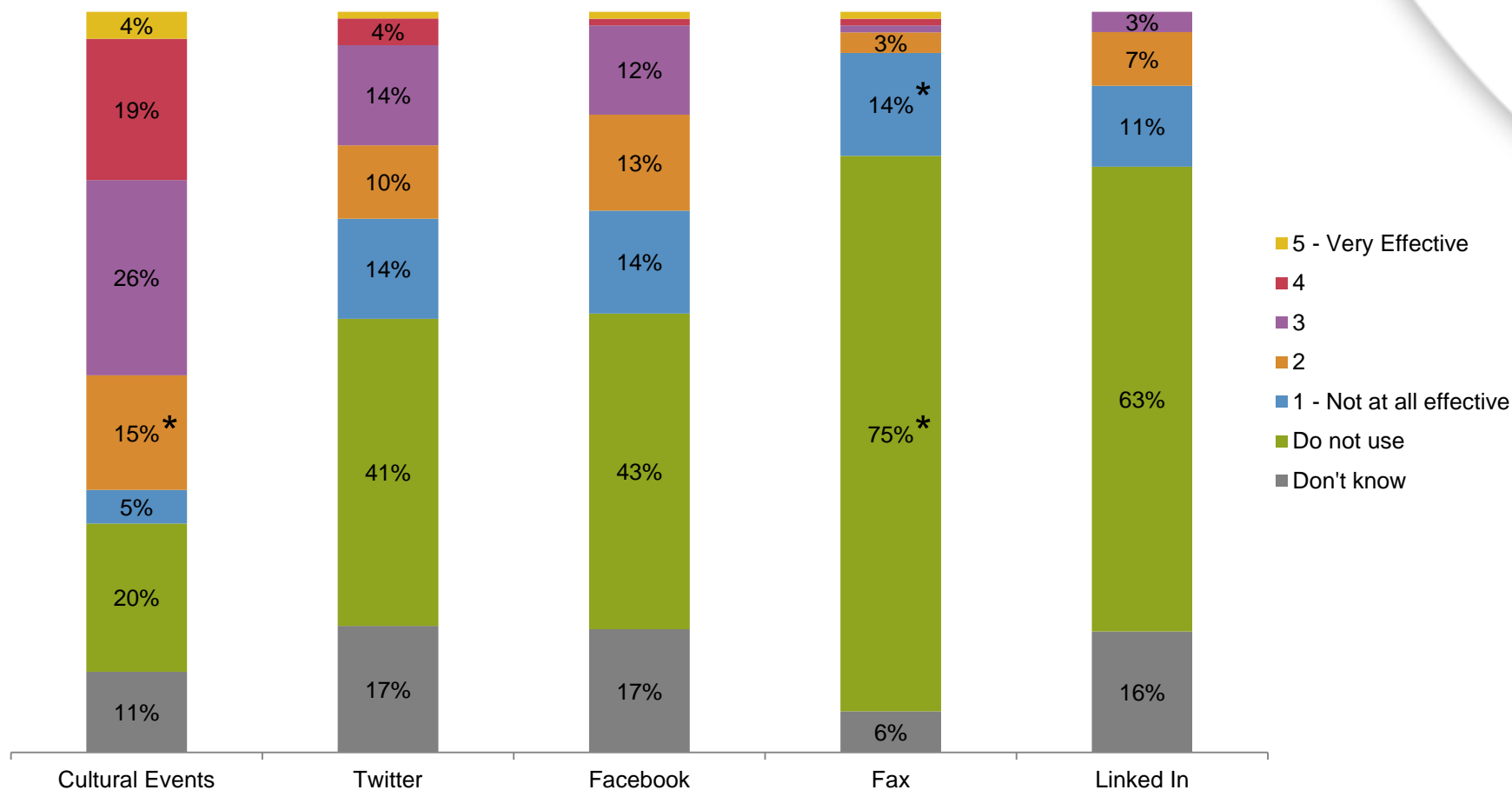
Extent to Which Communication is Effective

Visits
- 45% — 5 - Very Effective
- 27% — 4
- 6% — 3
- 17% — Do not use
- 3% — Don't know

Email
- 24% — 5 - Very Effective
- 30% — 4
- 27% — 3
- 11% — 2
- 3% — 1 - Not at all effective
- 3% — Don't know

Phone
- 14% — 5 - Very Effective
- 27%* — 4
- 25% — 3
- 14% — 2
- 4% — 1 - Not at all effective
- 11% — Do not use
- 4% — Don't know

Brochure
- 6% — 5 - Very Effective
- 17% — 4
- 22% — 3
- 18% — 2
- 11% — 1 - Not at all effective
- 21% — Do not use
- 4% — Don't know

Letter
- 4% — 5 - Very Effective
- 18% — 4
- 23% — 3
- 17% — 2
- 8% — 1 - Not at all effective
- 27% — Do not use
- 4% — Don't know

Legend:
- 5 - Very Effective
- 4
- 3
- 2
- 1 - Not at all effective
- Do not use
- Don't know

A.N.D

Q14 Thinking about the ways that you make direct contact with schools about your arts and culture offer, how effective are each of the following to your organisation? Base: All respondents (115); NPO (49); non-NPO (53), *significant difference

At least two fifths of organisations don't use social media in their communications to schools

Extent to Which Communication is Effective

	Cultural Events	Twitter	Facebook	Fax	Linked In
5 - Very Effective	4%				
4	19%	4%			
3	26%	14%	12%		3%
2	15% *	10%	13%	3%	7%
1 - Not at all effective	5%	14%	14%	14% *	11%
Do not use	20%	41%	43%	75% *	63%
Don't know	11%	17%	17%	6%	16%

Legend:
- 5 - Very Effective
- 4
- 3
- 2
- 1 - Not at all effective
- Do not use
- Don't know

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Q14 Thinking about the ways that you make direct contact with schools about your arts and culture offer, how effective are each of the following to your organisation? Base: All respondents (115); NPO (49); non-NPO (53), *significant difference
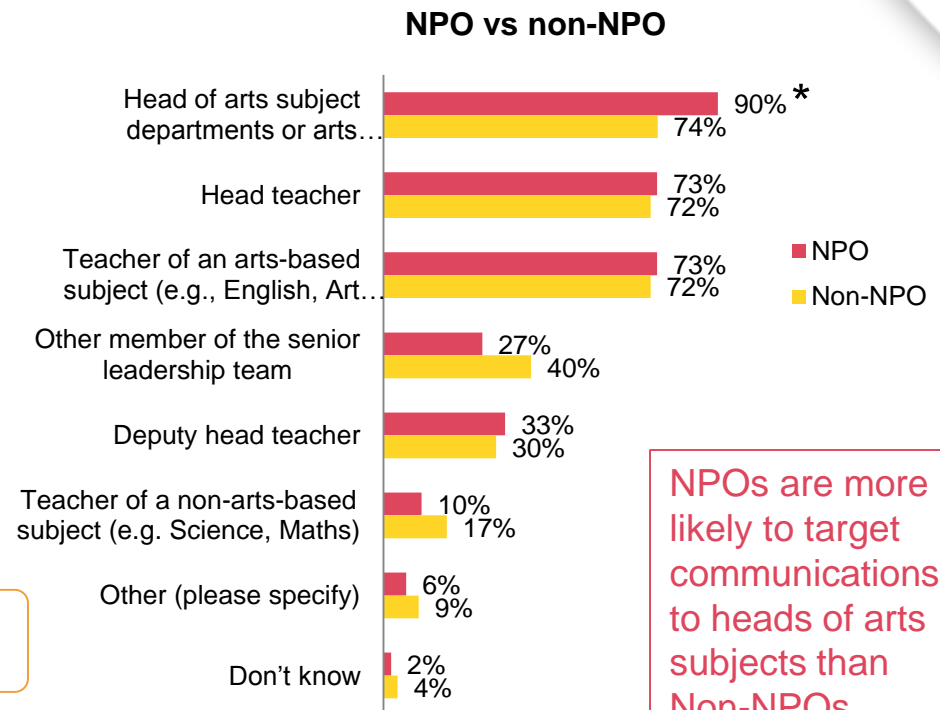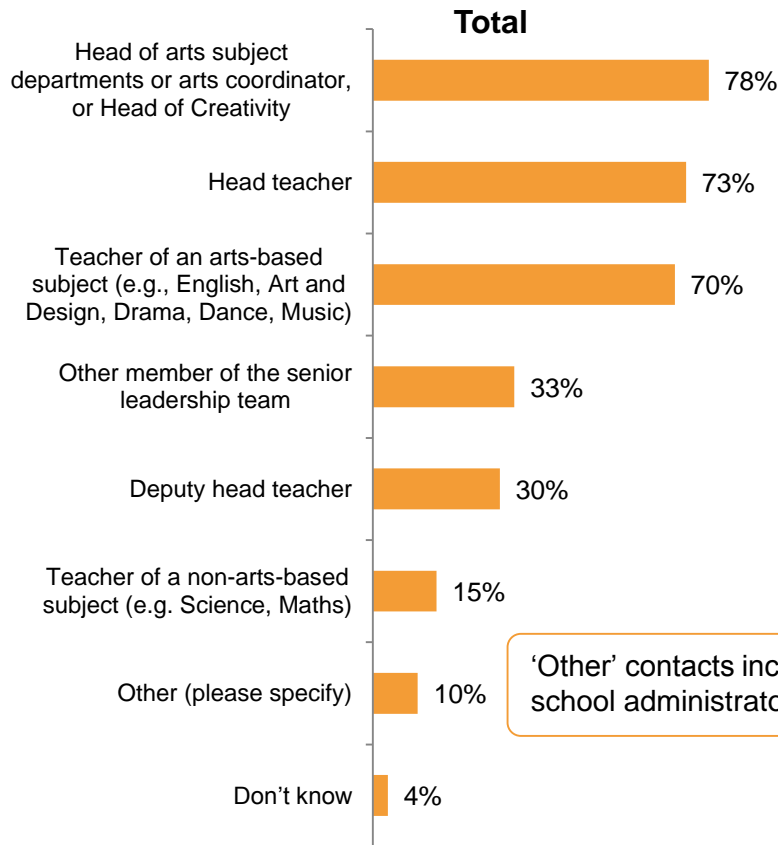
The majority of communications are targeted at heads and teachers of arts subjects as well as head teachers

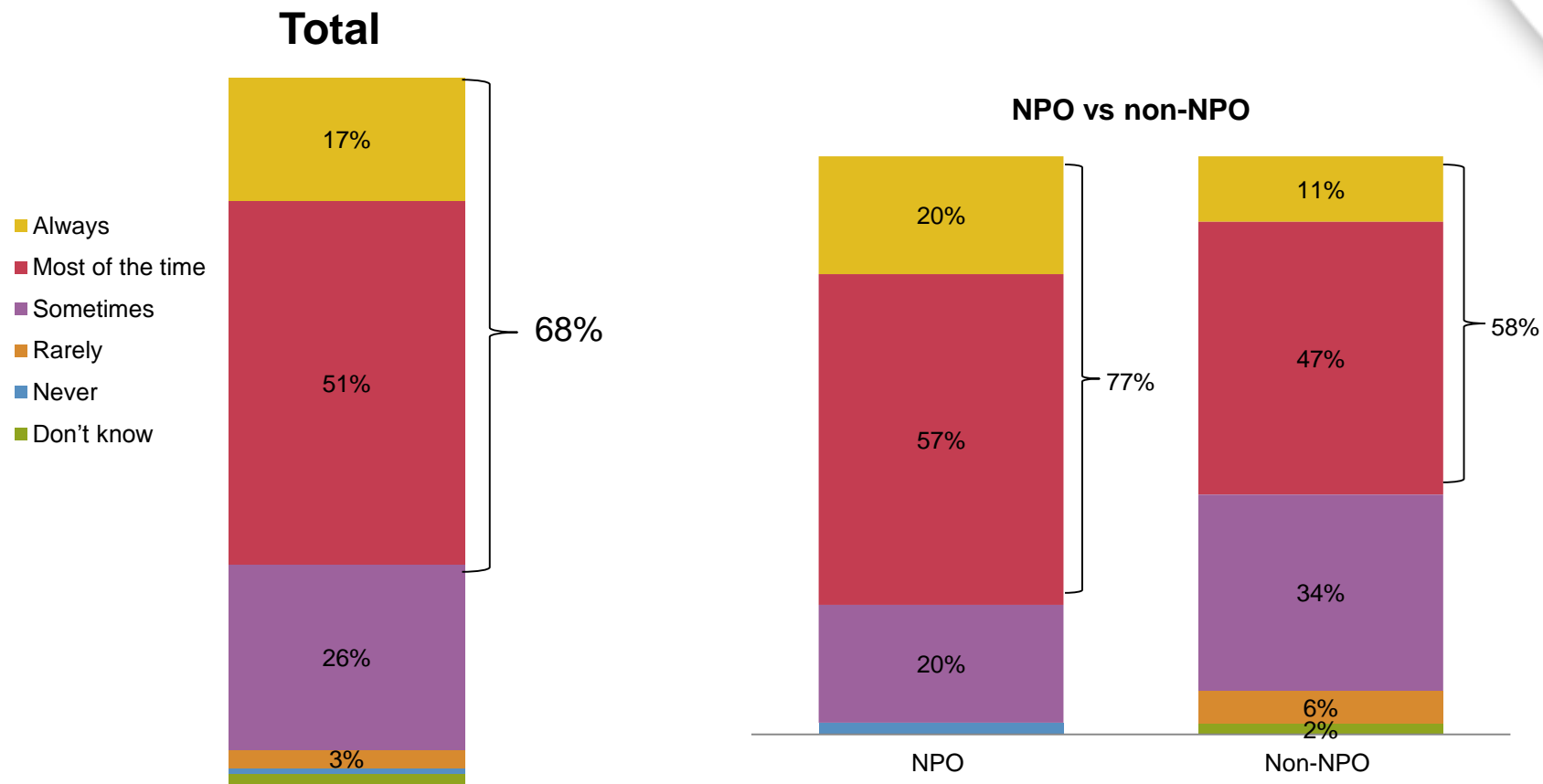**EdComs**

Who Communications are Targeted to in Schools

Total

Target	%
Head of arts subject departments or arts coordinator, or Head of Creativity	78%
Head teacher	73%
Teacher of an arts-based subject (e.g., English, Art and Design, Drama, Dance, Music)	70%
Other member of the senior leadership team	33%
Deputy head teacher	30%
Teacher of a non-arts-based subject (e.g. Science, Maths)	15%
Other (please specify)	10%
Don't know	4%

'Other' contacts included school administrators

NPO vs non-NPO

Target	NPO	Non-NPO
Head of arts subject departments or arts…	90% *	74%
Head teacher	73%	72%
Teacher of an arts-based subject (e.g., English, Art…	73%	72%
Other member of the senior leadership team	27%	40%
Deputy head teacher	33%	30%
Teacher of a non-arts-based subject (e.g. Science, Maths)	10%	17%
Other (please specify)	6%	9%
Don't know	2%	4%

■ NPO
■ Non-NPO

NPOs are more likely to target communications to heads of arts subjects than Non-NPOs

A.N.D

Q15 When targeting schools, who do you direct your communications to?
Base: All respondents (115); NPO (49); non-NPO (53), *significant difference

Over two thirds direct communications to a specific named contact *always* or *most* of the time. This was a more common occurrence within NPOs (77% vs. 58% non-NPOs)
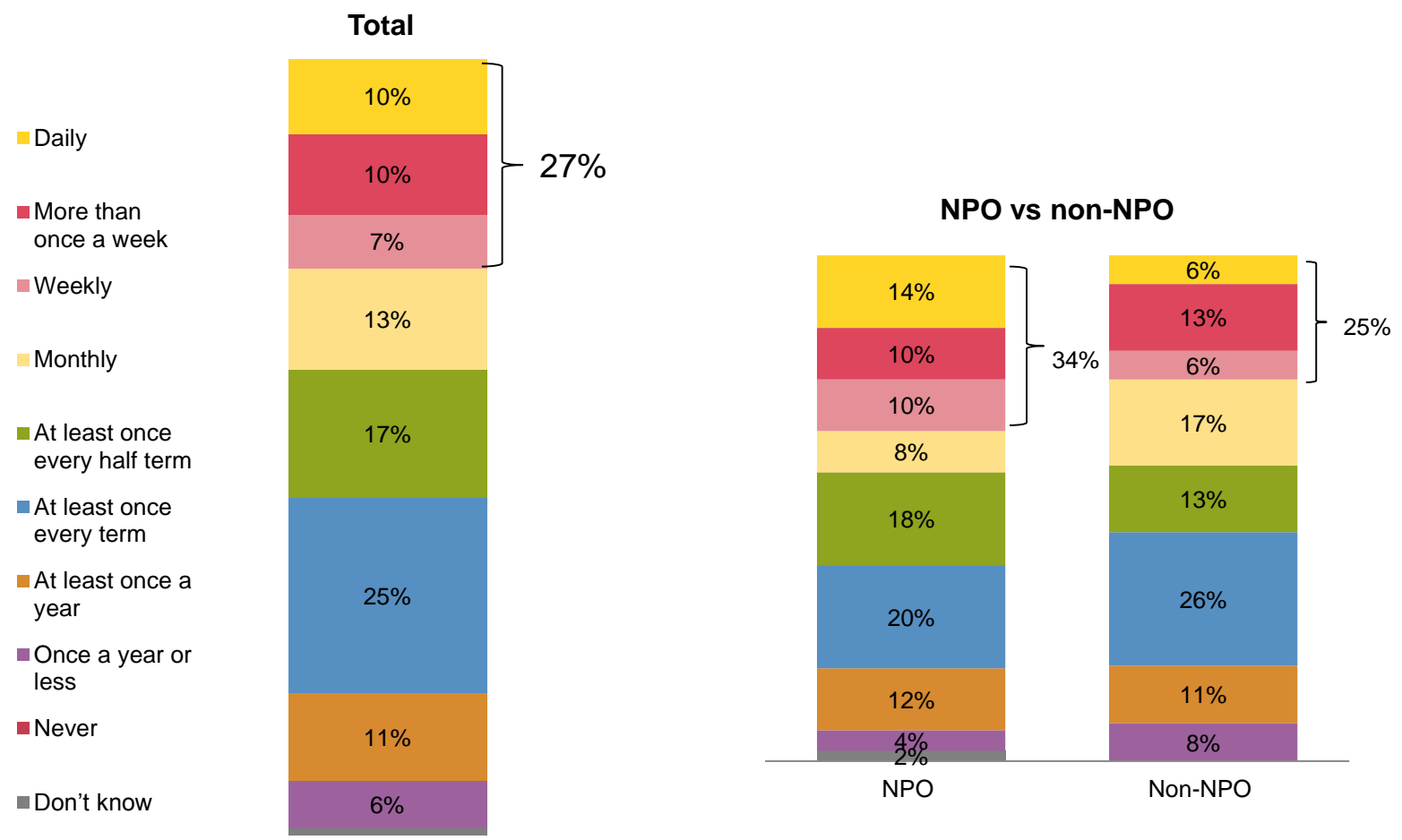
Directing Communications to Specific Named Contacts

Total

Legend:
- Always
- Most of the time
- Sometimes
- Rarely
- Never
- Don't know

Total chart:
- 17% (Always)
- 51% (Most of the time)
- 26% (Sometimes)
- 3%
- 68%

NPO vs non-NPO

NPO:
- 20% (Always)
- 57% (Most of the time)
- 20% (Sometimes)
- 77%

Non-NPO:
- 11% (Always)
- 47% (Most of the time)
- 34% (Sometimes)
- 6% (Rarely)
- 2%
- 58%

Q16 Are your communications directed to a specific named contact, rather than to a generic job title?
Base: All respondents (115); NPO (49); non-NPO (53)

More than one quarter make contact with schools at least once a week and more than four fifths contact schools at least once a term
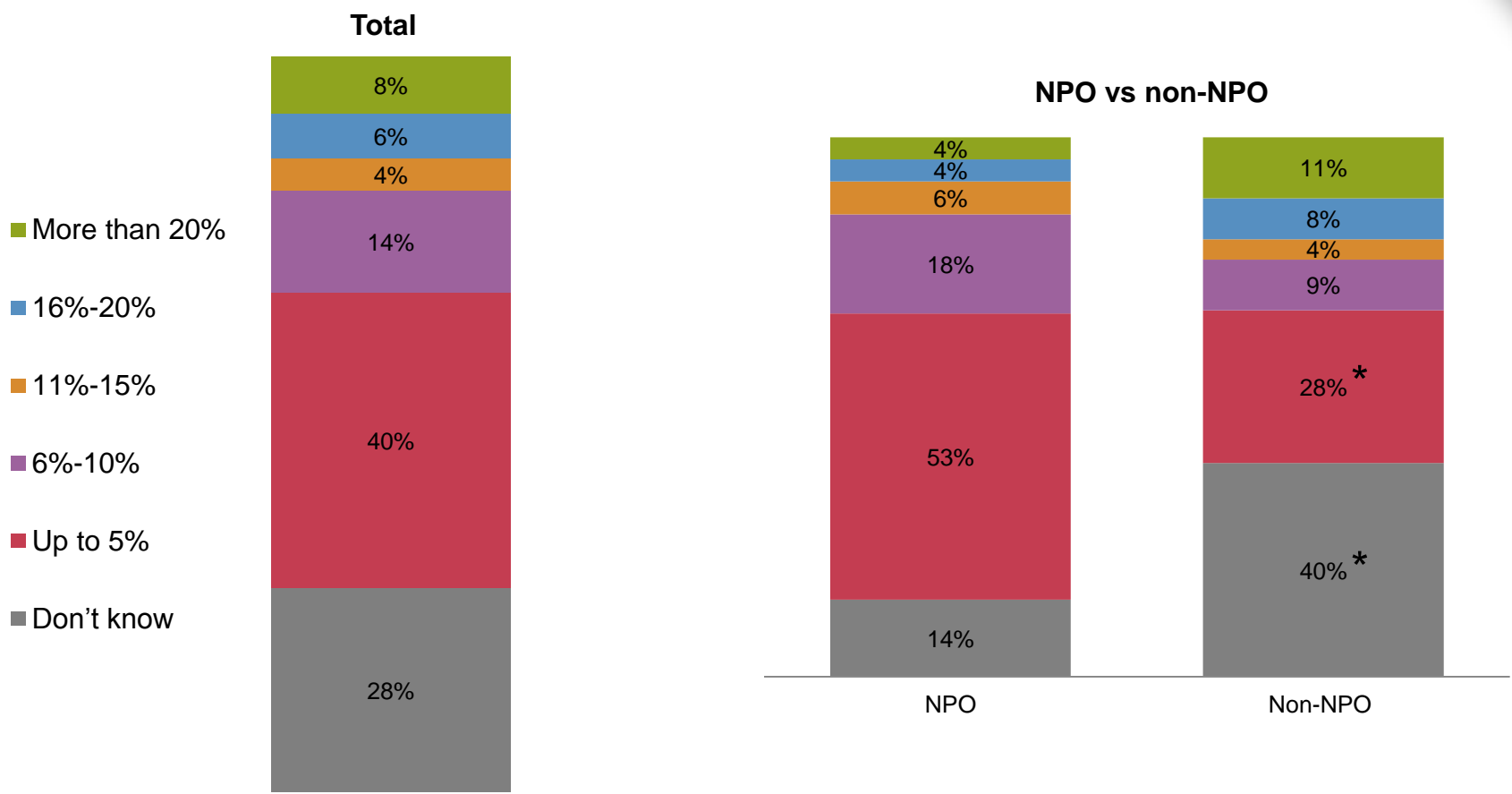
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Frequency Organisations Contact Schools

Total

Legend:
- Daily
- More than once a week
- Weekly
- Monthly
- At least once every half term
- At least once every term
- At least once a year
- Once a year or less
- Never
- Don't know

Total bar values (top to bottom):
- 10%
- 10%
- 7% — bracketed as 27%
- 13%
- 17%
- 25%
- 11%
- 6%

NPO vs non-NPO

NPO (top to bottom):
- 14%
- 10%
- 10% — bracketed as 34%
- 8%
- 18%
- 20%
- 12%
- 4%
- 2%

Non-NPO (top to bottom):
- 6%
- 13%
- 6% — bracketed as 25%
- 17%
- 13%
- 26%
- 11%
- 8%

A.N.D

Q17 How regularly, on average, do you contact schools?
Base: All respondents (115); NPO (49); non-NPO (53)

Two fifths of organisations direct up to 5% of their marketing spend to schools, the rest either spend more or are unaware of the figures
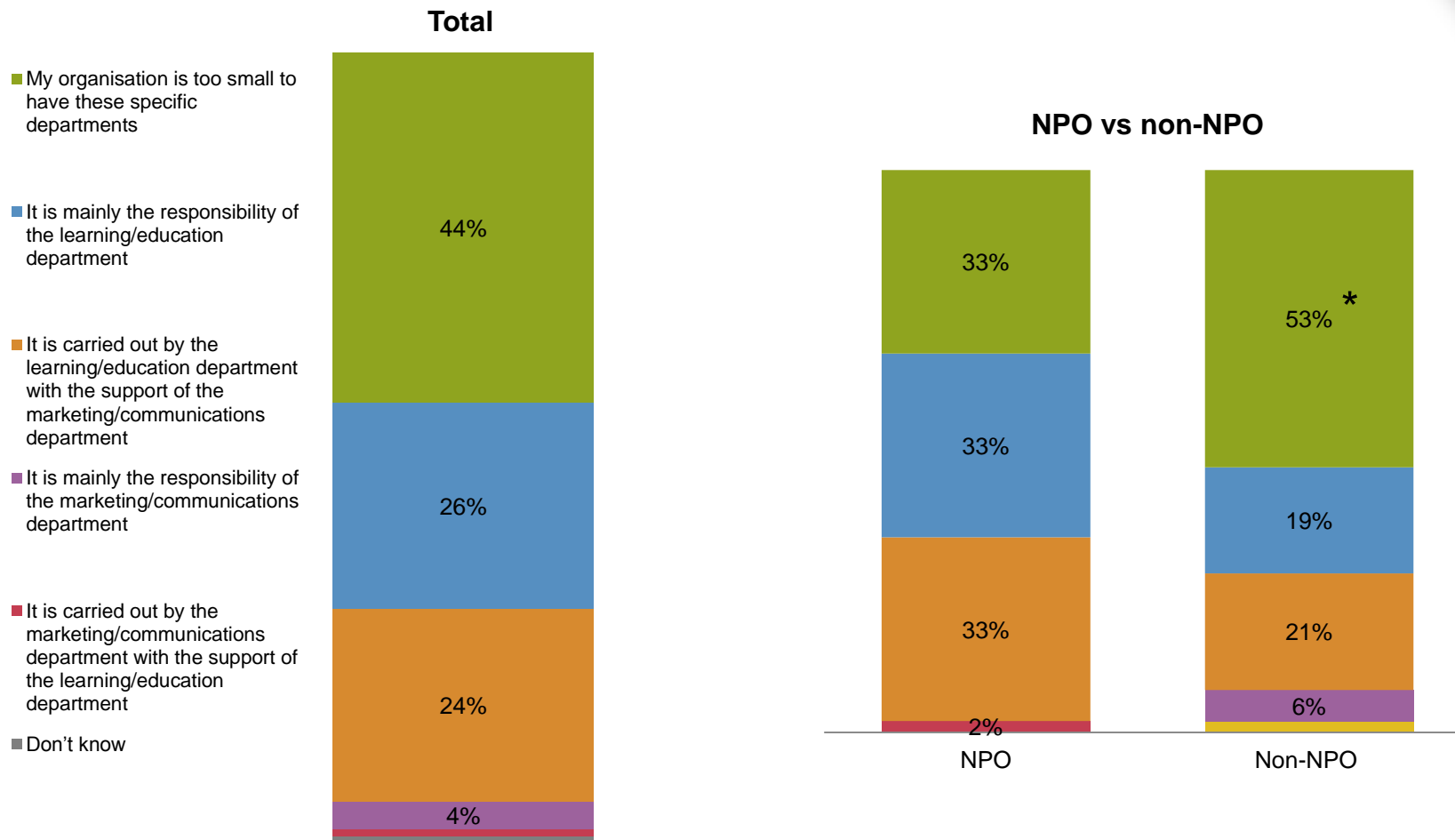

Proportion of Marketing Spend Directed to Schools

Total

Category	Total
More than 20%	8%
16%-20%	6%
11%-15%	4%
6%-10%	14%
Up to 5%	40%
Don't know	28%

NPO vs non-NPO

Category	NPO	Non-NPO
More than 20%	4%	11%
16%-20%	4%	8%
11%-15%	6%	4%
6%-10%	18%	9%
Up to 5%	53%	28% *
Don't know	14%	40% *

Legend:
- More than 20%
- 16%-20%
- 11%-15%
- 6%-10%
- Up to 5%
- Don't know

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A.N.D

Q18 How much of your marketing spend is directed to schools?
Base: All respondents (115); NPO (49); non-NPO (53), *significant difference

A similar proportion of communications were carried out solely by the learning/ education departments or else in conjunction with marketing/ communications. Of note, for more than two fifths such departments don't exist due to size
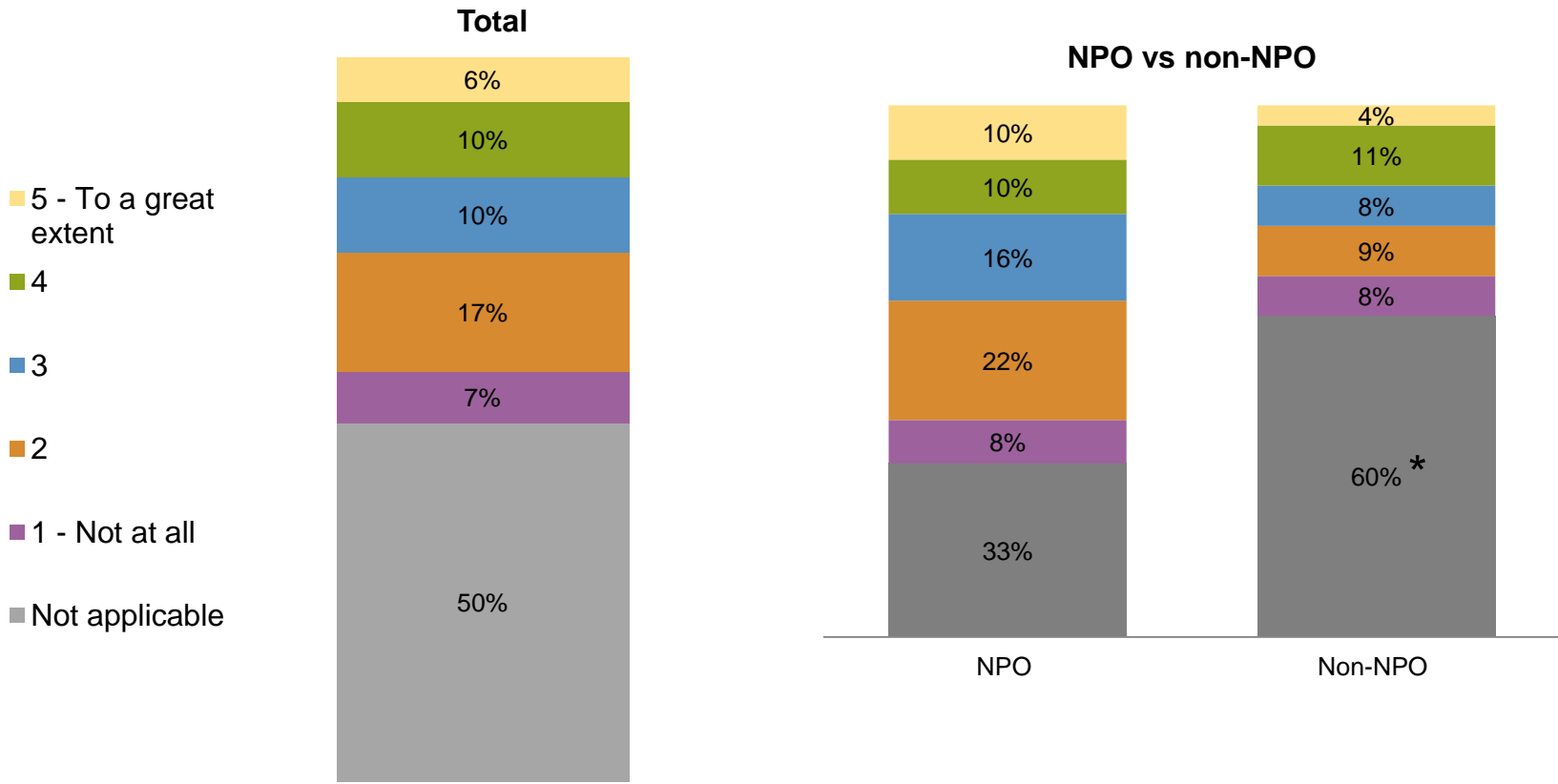
Carrying out Communications with Schools

Total

Legend:
- My organisation is too small to have these specific departments
- It is mainly the responsibility of the learning/education department
- It is carried out by the learning/education department with the support of the marketing/communications department
- It is mainly the responsibility of the marketing/communications department
- It is carried out by the marketing/communications department with the support of the learning/education department
- Don't know

Total:
- 44%
- 26%
- 24%
- 4%

NPO vs non-NPO

NPO:
- 33%
- 33%
- 33%
- 2%

Non-NPO:
- 53% *
- 19%
- 21%
- 6%

Q19 Which of the following best describes the way in which your communication with schools is carried out?
Base: All respondents (115); NPO (49); non-NPO (53), *significant difference

The extent to which marketing / communications departments assist education/ learning departments varies from 'a great extent' to 'not at all', although assistance happens less within NPOs
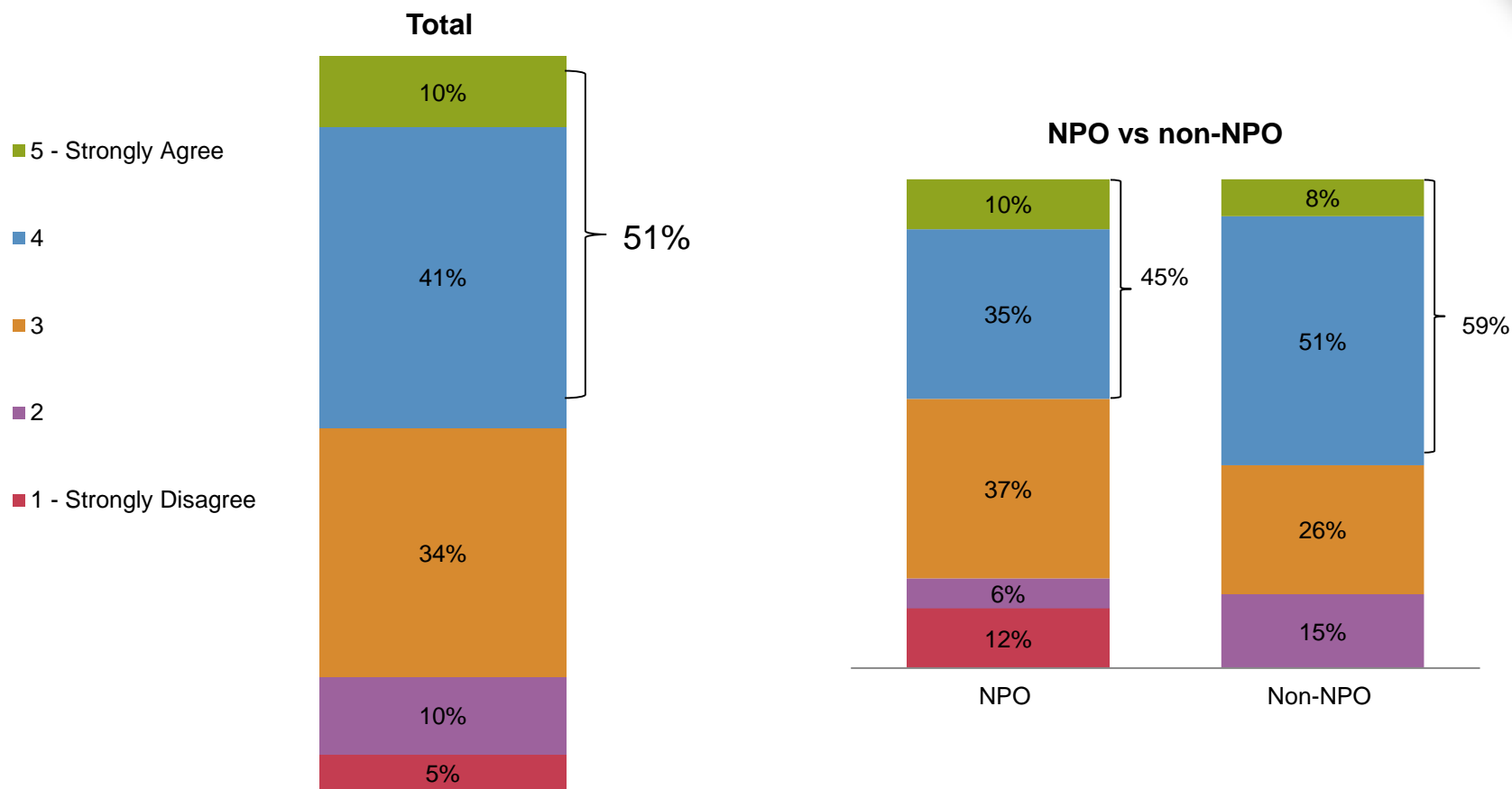
Extent at Which Marketing/ Communication Departments Assist Education/ Learning Departments in Marketing to Schools

Legend:
- 5 - To a great extent
- 4
- 3
- 2
- 1 - Not at all
- Not applicable

Total
- 6%
- 10%
- 10%
- 17%
- 7%
- 50%

NPO vs non-NPO

NPO:
- 10%
- 10%
- 16%
- 22%
- 8%
- 33%

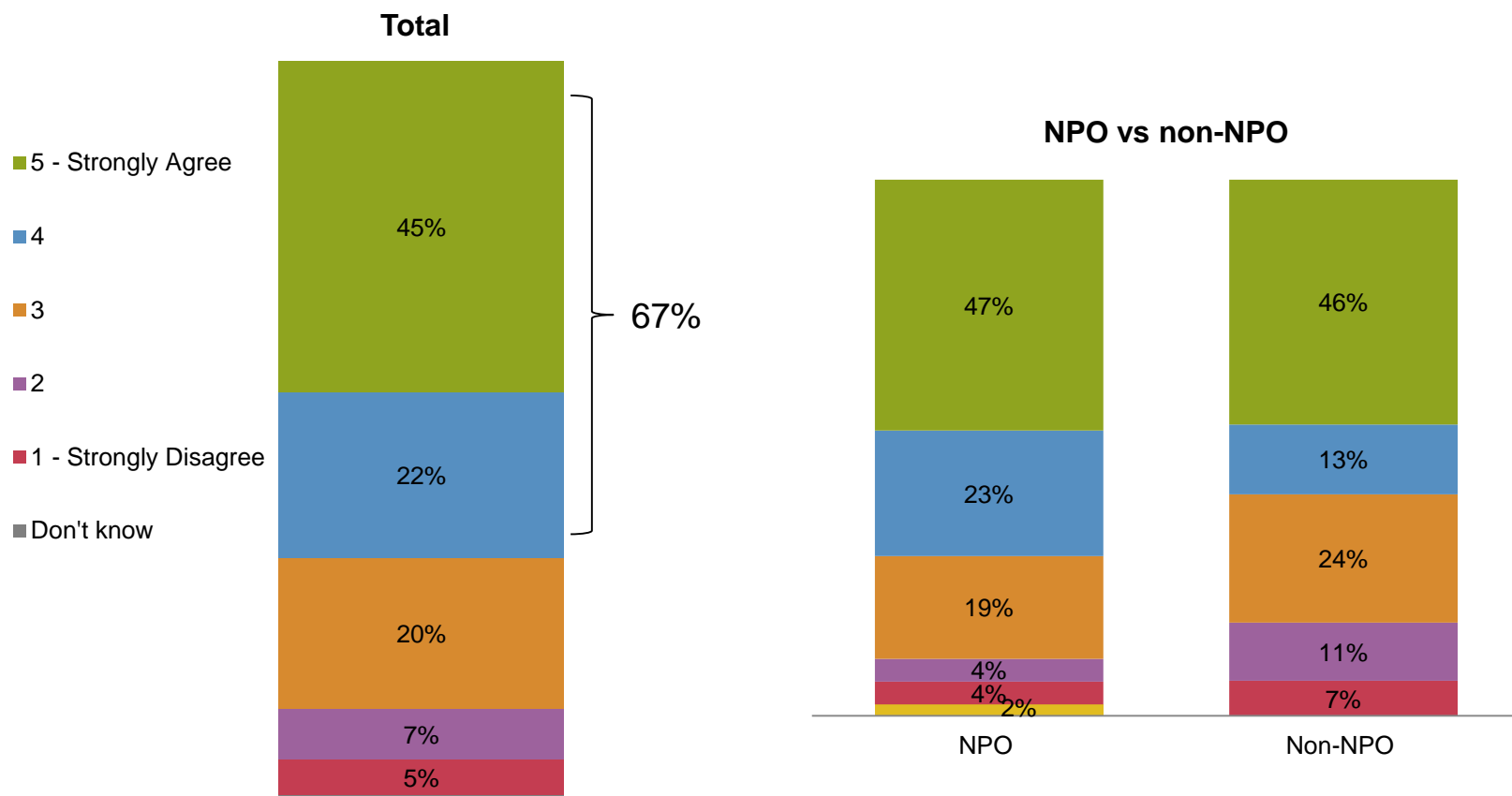Non-NPO:
- 4%
- 11%
- 8%
- 9%
- 8%
- 60% *

A.N.D

Half the organisations felt they were effective at communicating with schools and this view was echoed more amongst Non-NPOs (59% vs. 45%)

Belief that Organisation is Effective at Communicating with Schools

Total

- 5 - Strongly Agree
- 4
- 3
- 2
- 1 - Strongly Disagree

Total:
- 10%
- 41%
- 34%
- 10%
- 5%
- 51%

NPO vs non-NPO

NPO:
- 10%
- 35%
- 37%
- 6%
- 12%
- 45%

Non-NPO:
- 8%
- 51%
- 26%
- 15%
- 59%

Q21 How much do you agree or disagree with the following statements?
Base: All respondents (115); NPO (49); non-NPO (53)

Two thirds overall agreed they would like a greater understanding of how to communicate with schools, and felt even more so amongst NPOs (70% vs. 59%)

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I Would Like to Have a Greater Understanding of how to Communicate Effectively with Schools

Total

- ■ 5 - Strongly Agree
- ■ 4
- ■ 3
- ■ 2
- ■ 1 - Strongly Disagree
- ■ Don't know

Total chart:
- 45%
- 22% (bracket: 67%)
- 20%
- 7%
- 5%

NPO vs non-NPO

NPO:
- 47%
- 23%
- 19%
- 4%
- 4%
- 2%

Non-NPO:
- 46%
- 13%
- 24%
- 11%
- 7%

A.N.D

Q21 How much do you agree or disagree with the following statements?
Base: All respondents (115); NPO (49); Non-NPO (53)

Contact info

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