

Arts Council of Northern Ireland

An Analysis of the 2006/07 Governance Survey

February 2007

Contents

1.0	Introduction.....	4
2.0	Key Findings.....	5
2.1	Response Rate.....	5
2.2	Age Profile and Gender of Boards.....	5
2.3	Ethnic minority groups and Disabled Members	5
2.4	Recruitment of Members	6
2.5	Term of Office for the Board	6
2.6	Voluntary or paid capacity.....	7
2.7	<i>Professional Expertise available through Boards (*Multiple Response Question).....</i>	7
2.8	<i>Training</i>	8
3.0	Conclusion	8
3.1	Next Steps	8

Appendices

Appendix 1	ONE-OFF GOVERNANCE SURVEY	9
Appendix 2	List of Clients	10

List of Figures

Figure 1: Age Range of Responding Boards.....5

Figure 2: Methods of Recruitment of Boards.....6

List of Tables

Table 1: Term of Office of Boards.....7

Table 2: Area of Professional Expertise Available through Boards.....7

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1.0 Introduction

Governance is the highest form of organisational leadership. It is a distinct activity, different from, but linked to, the functions of executive management. It describes the exercise of ultimate authority in an organisation. Those who exercise governance over an organisation are responsible for it achieving the outcomes for which it exists.¹

The Arts Council is committed to the principles of effective governance and recognizes the importance of this within our funded organisations. Indeed, in our new 5 year plan ‘Creative Connections’ we make an explicit commitment to ‘*make sure that leadership in the arts sector is strong.*’² To do this we have established a ‘Chairs Forum’ to encourage new approaches to governance issues.

The Governance survey is a standalone questionnaire (See Appendix 1), which was administered as part of the overall Regularly Funded Organisations (RFO) Survey 2006/07. This report is based on information provided by 115 arts organisations in receipt of regular funding from Arts Council of Northern Ireland for the financial year 2006/07. The individual funding streams that comprise this survey are: Annual Support for Organisations Programme (Exchequer) and Multi Annual Programme (Lottery).

A variety of governance constitutions exist within the organisations surveyed including:

- Unincorporated clubs
- Company limited by guarantee
- Recognised charities
- Boards of Trustees

However, regardless of the constitution type, under law all of the Boards of Management are responsible for proper governance of the organisation. Appendix 2 provides a full list of participating organisations.

This report details the headline findings from the Governance survey. It is broken down into a number of broad areas including:

- Response Rate
- Age profile and Gender
- Ethnic minority groups and disabled members representation
- Recruitment of Members
- Term of Office
- Voluntary or paid capacity
- Professional Expertise available
- Training.

¹ http://www.bmfconferences.com/events/Effective_Governance_Index.htm

² Creative Connections a 5 year plan for developing the arts 2007-2012 pg15

2.0 Key Findings

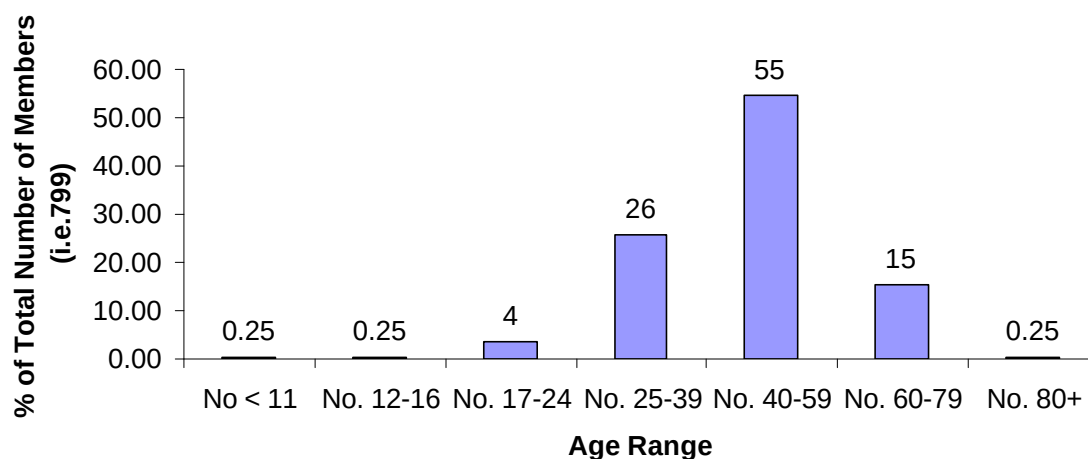
2.1 Response Rate

A total of 115 responses were received from organisations. All respondents indicated they have a Board of Management. These 115 organisations have a total of 799 members with an average membership of 7 members per Board.

2.2 Age Profile and Gender of Boards

Responding boards are comprised of 56% males and 44% females. The majority of the boards fall within the 40-59 age group (55%), and the 25-39 age group (26%). This is illustrated in the figure below:

Figure 1: Age Range of Responding Boards



2.3 Ethnic minority groups and Disabled Members

Of the 106 responding organisations, 11% had board members from ethnic minority groups. In total these Boards had 18 ethnic minority members.

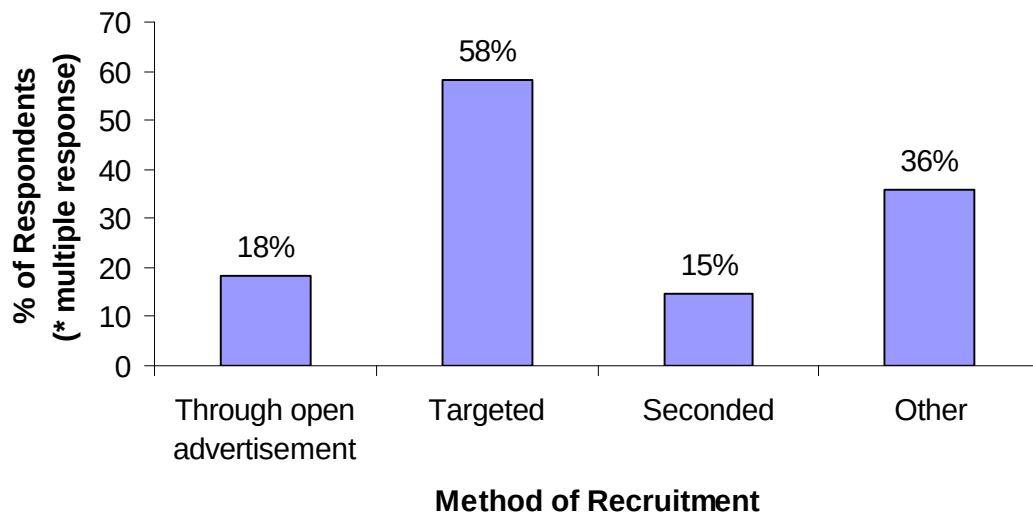
Of 108 responding Boards 15% had members with a disability. In total these boards had 52 disabled members.

2.4 Recruitment of Members

The majority of Board members (58%) are recruited through ‘targeting’ while fewer are recruited through ‘open advertisements’ and secondments, 18% and 15% respectively. (Note: It is likely there was some ambiguity regarding the recruitment method options presented in this question, particularly ‘seconded’; hence a high percentage of respondents selected ‘Other’).

This is presented graphically below:

Figure 2: Methods of Recruitment of Boards



2.5 Term of Office for the Board

The terms of office for the responding Boards (n=109) was very varied. The majority of Boards remain in office for 1 year (26%), with 23% having an indefinite term of office and 21% having a term of office of 3 years. The breakdown of terms is given in Table 1 below:

Table 1: Term of Office of Boards

Length of Time	Percentage of Responding organisations (n=109)
1 year	26%
2 years	4%
3 years	21%
4 years	9%
5 years	6%
Indefinite	23%
Other	9%

2.6 Voluntary or paid capacity

98% of Board members sit in a voluntary capacity with 2% receiving payment.

2.7 Professional Expertise available through Boards (*Multiple Response Question)

There is a wide range of professional expertise available through Boards. The top 3 areas of professional expertise available are:

- 'Arts practitioners' - 78%
- Administrative – 69%
- Education – 64%

Further breakdown of professional expertise available through Boards is provided in the table below:

Table 2: Area of Professional Expertise Available through Boards

Area of Professional Expertise	% of Responding Boards (n=115)
Arts Practitioners	78%
Administrative (including general business management)	69%
Education	64%
Finance	59%
Marketing (including PR)	43%
Personal/Human Resources	32%
Fundraising	32%
Other	31%
Legal	24%
Equal Opportunity	14%

2.8 Training

The findings reveal that 55% of responding Boards (n=114) do not receive training, while 45 % of Boards do. For those in receipt of training the top three areas of training are in the areas of: (multiple response question)

- Governance – 57%
- Strategic/Business Planning – 55%
- Decision Making – 31%

Other areas of training include:

- Evaluation and Review - 29%
- Finance - 29%
- Employment/HR - 22%
- Marketing - 20%
- Advocacy and Fundraising - 18%

3.0 Conclusion

It is clear that all funded organisations have some form of governance system i.e. all have a Board of Management. However, the actual effectiveness of the governance systems is difficult to gauge from the questionnaire, indeed it is recommended that further research be undertaken in this area, with an increased focus on qualitative research.

Despite this, there are a number of key areas requiring further consideration by ACNI for possible action. These are in relation to the following:

- Term of Office: 23% of Boards have an indefinite term of office.
- Training: 55% of Boards do not receive any training.

3.1 Next Steps

It is anticipated the data generated from the survey will have a number of important internal functions. These include:

- Informing discussions and presentations for the Chairs Forum meeting on Governance (1st March 2007)
- Supporting the Councils work particularly under Theme 2 of the new 5 year Strategy - ‘Strengthening the Arts’; Arts Organisations.
- Informing Arts officers on the governance activity of their client group.

Appendix 1 ONE-OFF GOVERNANCE SURVEY

This survey is targeted at organisations with a Board of Management and is not relevant to RFO clients operating out of Local Authorities or as part of Educational Institutions. Please return this part of the survey with your mid-year return.

1. Does your Organisation have a Board of Management? (if no, you do not complete this part of the survey)	a. Yes b. No	
2. Age profile and gender of people on your Board of Management:	Men	Women
Number 18-24		
Number 25- 39		
Number 40-59		
Number 60-79		
Number over 80		
3. How many members are from ethnic minority groups?		
4. How many members have a disability?		
5. How are members recruited / nominated?	a. Through open advertisement b. Targeted c. Seconded d. Other: Please specify:	
6. What is the term of office for board members?		
7. Do board members sit in a voluntary of paid capacity?	a. Voluntary b. Paid	
8. What professional expertise is available through your Board of Management?	a. Arts practitioners b. Marketing (including PR) c. Finance d. Legal e. Administrative (including general business management)	f. Personal / human resources g. Education h. Fundraising i. Equal opportunity j. Other. Please specify:
9. Do board members receive training?	a. Yes b. No	
9b. If yes to 9, in which areas do they receive training?	a. Decision making b. Evaluation and review c. Finance d. Governance e. Employment / HR f. Strategic / business planning g. Marketing h. Advocacy and fundraising	

Appendix 2 List of Clients

1. Poetry Ireland Ltd
2. Fortnight Publications Ltd
3. Irish Pages
4. Books Ireland
5. Childrens Express
6. John Hewitt Society
7. Linen Hall Library
8. Riverside Theatre
9. Feile an Phobail
10. The Waterside Theatre
11. Derry Theatre Trust
12. Crescent Arts Centre
13. Belfast Festival at Queen's
14. Armagh Pipers Club
15. Andersonstown Traditional and Contemporary Music School
16. Mid Armagh Community Network
17. Belfast Set Dancing and Traditional Music Society
18. NI Piping and Drumming School
19. Open House Festival
20. Irish Traditional Music Archive
21. All Set Schools Project
22. Francis McPeake School of Music
23. The Armagh Rhymers Workers Co-op Ltd
24. Kids In Control
25. Sticky Fingers Early Years Arts
26. Young At Art
27. Replay Productions
28. Cahoots NI
29. Ulster Youth Choir
30. Youth Music Theatre UK
31. Youth Action
32. Ulster Association of Youth Drama
33. Play Resource Warehouse
34. Portadown 2000
35. Royal Society of Ulster Architects (PLACE)
36. East Belfast Arts Collective
37. Circa
38. Orchid Studios
39. Seacourt Print Workshop
40. Fenderesky Gallery
41. Array Studios

42. Tyrone Guthrie Centre
43. Photo Works North
44. Ards Arts
45. Craft Northern Ireland
46. Flaxart Studios
47. The Void Art Centre
48. Queens Street Studios
49. Golden Thread Gallery
50. Belfast Exposed
51. Context Galleries
52. County Down Crafts
53. Lyric Players Theatre
54. Dubbeljoint Theatre Company
55. Tinderbox Theatre Co
56. Aisling Ghear
57. Big Telly Theatre Company
58. Kabosh
59. Spanner In The Works
60. Ransom Productions
61. Sole Purpose
62. Bruiser Theatre Company
63. Alternative Ulster
64. Live Music Now
65. The National Chamber Choir Ltd
66. MADD Enterprises
67. Fringe Performances Ltd
68. Soundlines
69. Belfast Music Society
70. Sonorities
71. Ulster Orchestra Society Ltd
72. Best Cellars Music Collective
73. Opera Theatre Company
74. Castleward Opera
75. Moving On Music Ltd
76. NIMIC
77. The Beat Initiative
78. Red Lead Arts
79. Eden Place Arts Centre
80. New Belfast Community Arts Initiative
81. Upper Springfield Development Co Ltd
82. Mid Ulster Women's Network
83. Prison Arts Foundation
84. CAF
85. Streetwise Community Circus Workshops
86. WheelWorks
87. Belfast Community Circus School

88. The North West Play Resource Warehouse
89. British Council
90. Adapt
91. Open Arts
92. ArtsCare
93. Arts & Disability Forum
94. Verbal Arts Centre
95. Lagan Press Ltd
96. National Deaf Childrens' Society
97. Down Community Arts
98. Audiences NI
99. Blackstaff Press
100. Dungannon Community Arts Studio
101. Border Arts 2000
102. Voluntary Arts Ireland
103. An tUltach
104. Belfast Print Workshop
105. Bbeyond
106. Catalyst Arts
107. Contemporary Music Centre
108. Creative Exchange
109. Discovery 80
110. Echo Echo Dance Company
111. Guildhall Press
112. Kids Own Publishing
113. Omagh District Council
114. Prime Cut Theatre Company
115. The Nerve Centre