

**CREAT!VE
FUTURES
APPENDIX B
SURVEY ANALYSIS**

SOUTH AUSTRAL!A

APPENDICES

SECTOR KEY MESSAGES

Advertising & Marketing	A1
Entertainment	A2
Integrated design & built environment	A3
Libraries, Info Services, Galleries & Museums	A4
Live Performance	A5
Music	A6
Screen & Media	A7
Software Development & Interactive Content	A8
Support Agency or Organisation	A9
Visual Arts, Craft & Design	A10
Writing, Publishing & Print	A11

SURVEY ANALYSIS

Individual	B1
Small to Medium (fewer than 10 employees)	B2
Large (10 or more employees)	B3

APPEND!X B

**SURVEY
ANALYS!S**

CREAT!VE FUTURES

Individual Creative Futures Survey

Contributing respondents 722

ABOUT YOU

588 respondents, 1850 responses

Answer	Count	Percentage of responses	Percentage of respondents
I am interested in what the survey finds	488	26%	83%
You can contact me if you need to verify or check any of my responses	424	23%	72%
Keep me informed of training and professional development opportunities	408	22%	69%
Add me to the AICSA email list	286	15%	49%
Add me to the Service Skills SA email list	244	13%	42%

1. What is your main role in the arts, cultural or creative sector?

703 respondents

Answer	Count	Percent
Professional artist, creative, cultural or arts worker	455	65%
Semi-professional artist, creative, cultural or arts worker	128	18%
Hobbyist - seeking to increase your financial returns from your creative practice	64	9%
Student seeking to work in the arts, cultural and creative industries	39	6%
Unemployed seeking to work in the arts, cultural and creative industries	17	2%

2. What is your age group?

711 respondents

Answer	Count	Percent
15–19 years	7	1%
20–24 years	66	9%
25–29 years	116	16%
30–34 years	93	13%
35–39 years	71	10%
40–44 years	109	15%
45–49 years	62	9%
50–54 years	89	13%
55–59 years	39	5%
60–64 years	36	5%
65 years and over	23	3%

3. What is your gender?

711 respondents

Answer	Count	Percent
Female	441	62%
Male	270	38%

4. Are you of Aboriginal and/or Torres Strait Islander origin?

711 respondents

Answer	Count	Percent
No	696	97%
Yes, Aboriginal	13	2%
Yes, Torres Strait Islander	1	0.5%
Yes, both Aboriginal and Torres Strait Islander	1	0.5%

5. Do you identify with a specific ethnic or cultural group? If so, please specify:

TOTAL: 73 out of 711 respondents or 10% indicated they identified with a specific cultural group. Over 30 different nationalities were represented, with Asian and Italian the most common.

6. What percentage of your income is from the Arts, Cultural and Creative sector?

538 respondents

Answer	Count	Percent
100%	253	47%
90-99%	32	6%
80-89%	15	3%
70-79%	14	3%
60-69	11	2%
50-59	29	5%
40-49	10	2%
30-39	22	4%
20-29	28	5%
10-19	47	9%
less than 10%	77	14%

The average percentage of income is 65%

7. How many hours per week, on average, do you spend on your arts practice or creative work?

634 respondents

Answer	Count	Percent
I do not have an arts practice or do creative work	43	7%
Less than 10	82	13%
10–19	114	18%
20–29	93	15%
30–38	105	17%
More than 38	197	31%

Note – due to rounding may not equal 100%

8. In which area do you do most of your work?

These areas relate to accredited training packages and the funding for this project is aligned to these areas. There is opportunity to be more specific about your role and in what contexts you work in further questions. Please choose ONE area that best reflects where you do most of your work.

635 respondents

Answer	Count	Percent
Visual Arts, Craft & Design	162	26%
Live Performance	109	17%
Screen & Media	66	10%
Music	61	10%
Support agency & Org	52	8%
Writing, Publishing & Print	46	7%
Entertainment	45	7%
Other*	31	5%
Advertising & Marketing	22	3%
Software Development & Interactive	19	3%
Libraries, Info Services, Galleries & Museums	11	2%
Integrated design & built environment	11	2%

* Two predominant responses in "others" were Education (10) and Cross Discipline (10)

Note 83 respondents did not indicate an area of work.

9. What is your primary function in the arts, cultural and creative industries?

Select one only – where you spend most time

627 respondents

Answer	Count	Percent
Creative	318	51%
Production or technical	60	10%
Management	45	7%
Other*	37	6%
Administration	36	6%
Marketing and promotion	35	6%
Project management	34	5%
Community engagement	20	3%
Events	14	2%
I have a creative role outside these industries	10	2%
Information technology	7	1%
Member or customer services	6	1%
Finance	3	0%
Human resources	2	0%

Note – due to rounding may not equal 100%

*the majority of responses (19) in 'Other' were for Education (3%)

10. What job title best describes your main role in the arts, cultural and creative industries?

613 respondents with 342 different job titles.

76 respondents indicated multiple roles or hybrid titles such as sound designer/composer. The most often cited job titles are listed in the table below.

Job Title	Count
Artist	31
Visual Artist	17
Writer	17
Musician	15
Performer	13
Photographer	12
Producer	12
Designer	11
Director	10
Graphic Designer	9
Production Manager	9
Stage Manager	8
Administrator	7
Marketing Coordinator	7
Actor	6

11. If applicable, what are your secondary functions in the arts, cultural and creative industries?

517 respondents, 1316 responses

Answer	Count	Percent of responses	Percent of respondents
Administration	174	13%	34%
Creative	158	12%	31%
Project management	154	12%	30%
Events	140	11%	27%
Marketing and promotion	136	10%	26%
Management	125	10%	24%
Community engagement	106	8%	21%
Production or technical	87	7%	17%
Finance	54	4%	10%
Information technology	52	4%	10%
Member or customer services	50	4%	10%
Other	44	3%	9%
Human resources	36	3%	7%

Note – due to rounding may not equal 100%

12. If you work in more than one sector, please indicate which areas you work across and in what role.

363 respondents, 381 responses

363 respondents indicated they worked in more than one area. $363/517 = 70\%$

The volume and variation in the data mean that these results need to be broken down into sector groupings for the results to be meaningful.

13. Are you an ongoing employee of any business or organisation (apart from your own business)?

628 respondents

Answer	Count	Percent
Yes	359	57%
No	269	43%

14. How many organisations or businesses to you currently work for (include those with an ongoing agreement only – and not including your own business)?

342 respondents

Answer	Count	Percent
1	226	66%
2	67	20%
3	34	10%
4	5	1%
5	1	0.3%
More than 5	9	3%

Note – due to rounding may not equal 100%

15. What is your primary employment status?

344 respondents

Answer	Count	Percent
Full-time ongoing	167	49%
Part-time ongoing	65	19%
Casual: 1 - 20 hours per week	41	12%
Short term contracts (less than three months)	23	7%
Casual: 21+ hours per week	18	5%
Other	12	3%
Independent contractor or consultant	12	3%
Temporary or seasonal worker	3	1%
Apprentice or Trainee	2	1%
Unemployed and seeking work	1	0.3%

Note – due to rounding may not equal 100%

*other included long term contracts, volunteer, self-employed and New Enterprise Incentive Scheme.

16. What type of business structure do you use?

12 respondents (those who selected independent contractor in Q15)

Answer	Count	Percent
Sole trader or freelancer	9	75%
Company	3	25%

17. Do you have a business plan for your work in the arts, cultural or creative area?

12 respondents (those who selected independent contractor in Q15)

Answer	Count	Percent
No	10	83%
Yes	2	17%

18. Do you use an agent, gallery or dealer?

616 respondents

Answer	Count	Percent
No	527	86%
Yes	89	14%

19. Do you have an ABN?

618 respondents

Answer	Count	Percent
Yes	461	75%
No	157	25%

20. Are you registered for GST?

616 respondents

Answer	Count	Percent
No	525	85%
Yes	91	15%

21. How much income (before tax) did you earn in the last 12 months from your work in the arts, cultural and creative industries?

604 respondents

Answer	Count	Percent
\$0	39	6%
\$1-\$1000	61	10%
\$1001-\$10000	129	21%
\$10001-\$25000	87	14%
\$25001-\$50000	139	23%
\$50001-\$75000	113	19%
More than \$75000	36	6%

Note – due to rounding may not equal 100%

Estimated average \$54,000

22. How many years have you worked in the arts, cultural and creative industries?

623 respondents

Answer	Count	Percent
20 or more	169	27%
10–19	163	26%
5–9	146	23%
Less than 5	145	23%

Note – due to rounding may not equal 100%

23. How many employers have you had in this time?

618 respondents

Answer	Count	Percent
0	101	16%
1–2	154	25%
3–5	138	22%
6–9	84	14%
10–14	36	6%
15 or more	105	17%

Estimated average 9.4

24. What do you like about working in the arts, cultural and creative industries industry?

621 respondents, 2287 responses

Answer	Count	Percent of responses	Percent of respondents
I love what I do	564	25%	91%
I value it, consider it important	468	20%	75%
Intellectual stimulation	432	19%	70%
I make a difference	283	12%	46%
Social activities and networking	231	10%	37%
Respected	143	6%	23%
Working hours	110	5%	18%
Other	56	2%	9%

Note – due to rounding may not equal 100%

25. What don't you like about working in the arts, cultural and creative industries industry?

574 respondents, 1480 responses

Answer	Count	Percent of responses	Percent of respondents
Unstable or low income	467	32%	81%
Lack of opportunity	277	19%	48%
Competitive	173	12%	30%
Fear of failure	168	11%	29%
Low status	161	11%	28%
Working hours	147	10%	26%
Other*	50	3%	9%
Social activities and networking	37	3%	6%

Note – due to rounding may not equal 100%

*Other:

6 lack of funding/funding issues (1%, 0.5%)

4 stress/pressure (0.7%, 0.3%)

remainder were all individual responses.

TRAINING and PROFESSIONAL DEVELOPMENT

26. What is the highest level of education qualification you have attained?

609 respondents

Answer	Count	Percent
University Postgraduate Degree	117	19%
Graduate Diploma or Graduate Certificate	68	11%
University Bachelor Degree	220	36%
Diploma, Advanced Diploma, or Associate Diploma	100	16%
Advanced Certificate (VET Cert III or IV)	39	6%
Certificate (VET Cert I or II)	11	2%
High School (any level)	50	8%
Industry Recognised Training (non accredited)	4	1%

Note – due to rounding may not equal 100%

27. Please specify what qualifications you have: related to the arts, cultural and creative industries.

425 respondents provided details of their qualifications. 124 listed multiple qualifications (29%).

390 respondents held diploma or higher qualifications (390/609) = 64%

The most commonly held qualification (112 respondents) was a Bachelor of Arts degree = (112/425) = 26%

28. Please specify what qualifications you have: from other industries.

284 respondents provided details of their qualifications covering a diverse range of over 45 different industries.

“my qualifications also apply to working in the construction industry, which pays better but is far less interesting and the people are drab”

29. How many hours of training or professional development have you undertaken in the arts, cultural or creative industries, in the past 12 months?

603 respondents

Answer	Count	Percent
0	141	23%
1-5	75	12%
6-10	59	10%
16-25	45	7%
11-15	35	6%
More than 25	248	41%

Note – due to rounding may not equal 100%

30. What was the training or professional development?

490 respondents, 1204 responses

Answer	Count	Percent of responses	Percent of respondents
Self directed or self taught	199	17%	41%
Conferences, seminars, or forums	176	15%	36%
Short course, workshop, summer school	174	14%	36%
Learning on the job	165	14%	34%
Formal training program or an accredited course	118	10%	24%
In-house training course	114	9%	23%
Mentoring, coaching, job shadowing	106	9%	22%
On-line training	69	6%	14%
Traineeship, internship or post graduate program	29	2%	6%
Other	28	2%	6%
None of the above	21	2%	4%
Job rotation	5	0%	1%

31. Did you pay for the training or professional development yourself?

524 respondents

Answer	Count	Percent
No	239	46%
Yes - in full	148	28%
Yes - in part	137	26%

32. What training would you like to do to improve your skills in the arts, cultural and creative industries?

428 respondents (the vast majority provided multiple responses).

Apart from specific technical skills related to job role, common training desires are listed in the table below

Answer	Count	Percent
Business management (ACC specific)	38	19%
Marketing inc. on-line	31	16%
Business set-up inc legal, finance, business plan	18	9%
Websites design, set-up and online interfaces	18	9%
Project management	18	9%
Leadership, mentoring and coaching	17	9%
Social media	17	9%
Funding inc. grant writing	14	7%
Writing	10	5%
Teaching/TAA	7	4%
Community development	6	3%
Governance	5	3%

Note – due to rounding may not equal 100%

Over 25 respondents indicated they would like to obtain an internship or mentorship.

33. What percentage of the cost of training would you be prepared to cover?

541 respondents

Answer	Count	Percent
Less than 50%	233	43%
50–75%	184	34%
76–99%	26	5%
100%	98	18%

34. Which of the following factors may be barriers to your skills development?

576 respondents, 1225 responses

Answer	Count	Percent of responses	Percent of respondents
Financial	365	30%	63%
Lack of time	325	27%	56%
Don't know what training is available	210	17%	36%
Lack of training opportunities nearby	165	13%	29%
Accessing child care	44	4%	8%
There are no barriers	39	3%	7%
Other	27	2%	5%
Lack of public transport	28	2%	5%
Lack of physical access	22	2%	4%

35. What do you plan to be doing in 5 years time?

598 respondents, 938 responses

Answer	Count	Percent of responses	Percent of respondents
What I'm doing now, but better	446	48%	75%
Employed by an arts, cultural or creative organisation or business	232	25%	39%
Working in another part of the arts, cultural and creative industries or in a different role	133	14%	22%
Raising children	70	7%	12%
Other	38	4%	6%
Retired	20	2%	3%

36. Thinking about your current work, which skills are most important to your success?

594 respondents, 2519 responses

Answer	Count	Percent of responses	Percent of respondents
Artistic, creative or technical skills	487	19%	82%
Communication skills	427	17%	72%
Marketing skills	315	13%	53%
Project Management	312	12%	53%
Business planning skills	309	12%	52%
Digital technologies	269	11%	45%
Social media	193	8%	32%
Finance and taxation	173	7%	29%
Other	34	1%	6%

37. If there is subsidised training available next year, which three areas would help your career in the arts, cultural or creative sectors the most?

582 respondents, 1695 responses

Answer	Count	Percent of responses	Percent of respondents
Artistic, creative or technical skills	349	21%	60%
Marketing skills	265	16%	46%
Business planning skills	258	15%	44%
Digital technologies	257	15%	44%
Project Management	183	11%	31%
Finance and taxation	141	8%	24%
Communication skills	112	7%	19%
Social media	103	6%	18%
Other	27	2%	5%

Note – due to rounding may not equal 100%

38. How would you prefer to gain new skills?

583 respondents, 2102 responses

Answer	Count	Percent of responses	Percent of respondents
Short course, workshop, summer school	407	19%	70%
Mentoring, coaching, job shadowing	312	15%	54%
Formal training program or an accredited course	294	14%	50%
Conferences, seminars, or forums	237	11%	41%
On-the-job learning	210	10%	36%
In-house training course	184	9%	32%
On-line training	155	7%	27%
Self directed or self taught	139	7%	24%
Traineeship, internship or post graduate program	122	6%	21%
Job rotation	38	2%	7%
Other	4	0.2%	1%

39. Are you aware of your entitlement to state government subsidised vocational education and training under the 'Skills for All' program?

594 respondents

Answer	Count	Percent
Don't know about 'Skills for All'	387	65%
Yes, I have heard of 'Skills for All', but not investigated my options yet	166	28%
Yes, I know about 'Skills for All', and what I am eligible for	41	7%

40. Are you an employee of an arts, cultural or creative business or organisation?

598 respondents

Answer	Count	Percent
No	304	51%
Yes	294	49%

EMPLOYMENT CONDITIONS

41. Which of these factors would have the most influence over whether you left an employer?

277 respondents

Answer	Count	Percent
Limited career path	54	19%
Lack of challenging work	47	17%
Wages not high enough	44	16%
Interpersonal conflict	24	9%
Not enough working hours available	24	9%
Wanting better conditions	19	7%
Other	18	7%
Not enough recognition for achievements	15	5%
Working hours not suited	15	5%
Lack of understanding of personal circumstances	11	4%
Commuting time to work too long	6	2%

42. Which of the following entitlements or benefits does your current employer offer?

272 respondents, 575 responses

Answer	Count	Percent of responses	Percent of respondents
Time off for personal matters	145	25.0%	53%
Support for education and training courses	82	14%	30%
Annualised salary	60	10%	22%
Paying out accrued holidays	59	10%	22%
None of these	56	10%	21%
Salary packaging	41	7%	15%
Compressed work week (more hours in less days), or banking of hours	39	7%	14%
Policy of allowing employees to engage in volunteer activities	25	4%	9%
Paying out accrued sick leave	24	4%	9%
Performance related pay component	19	3%	7%
Other	16	3%	6%
Bonus, profit-sharing scheme, or share ownership scheme	9	2%	3%

Note – due to rounding may not equal 100%

43. Which of these statements are true for your employer or workplace?

279 respondents, 992 responses

Answer	Count	Percent of responses	Percent of respondents
Friendly work environment	219	22%	78%
Provide flexible working conditions	150	15%	54%
Recognise staff for the work they do	132	13%	47%
Provide opportunities to learn new skills	105	11%	38%
Pay staff well	95	10%	34%
Enable staff to work from home	92	9%	33%
Ensure work still has new challenges	91	9%	33%
Help your work life balance	81	8%	29%
None of these	21	2%	8%
Other	6	1%	2%

44. Which of the following employment conditions are most important to you?

269 respondents, 1124 responses

Answer	Count	Percent of responses	Percent of respondents
Flexible working hours and practices	188	17%	70%
Education and training, new technology	160	14%	60%
Time off in lieu of extra hours worked	148	13%	55%
Remuneration packages and employee entitlements	128	11%	48%
Family friendly policies and practices	113	10%	42%
Mentoring or coaching schemes	112	10%	42%
Recognition or reward programs	80	7%	30%
Salary sacrifice or packaging	39	3%	15%
Annualised salary (paid over 12 months, but work < 12 Months)	34	3%	13%
Commitment to apprentices/traineeships	32	3%	12%
Job redesign or rotation	26	2%	10%
Bonus, profit sharing or share ownership schemes	27	2%	10%
Phased retirement for older workers	20	2%	7%
Other	17	2%	6%

Note – due to rounding may not equal 100%

45. How would you rate employee morale overall at your current workplace?

279 respondents

Answer	Count	Percent
Very low	11	4%
Low	28	10%
Neither low nor high	105	38%
High	113	41%
Very high	22	8%

Note – due to rounding may not equal 100%

TASK or SKILLS AUDIT

Below is a list made up of tasks and skills that may be required to operate successfully in the arts, cultural and creative sectors. This list does not include creative or artform specific skills as there are far too many to list, and it is unlikely they could all be adequately represented!

There is space at the end for you to identify any creative or artform specific skills you require to help you be more successful in your work. We will also ask you to choose the top five skills overall that will be of most benefit to your career. Please consider all your roles, if you have more than one role in this sector.

You will have skills from a range of areas, so please review all items regardless of the grouping they are listed under. Please indicate if the task or skill is important to your success and sustaining a financial return from your work. Select the level of competence you feel in performing this task – Low (L), Adequate (A), High (H).

Looking after yourself: Self-management

503 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Maintain a positive self-esteem and stay motivated	4 (1%)	498 (99%)	42 (8%)	245 (49%)	211 (42%)
Recognise, prevent and deal with burnout	29 (6%)	466 (94%)	98 (20%)	286 (59%)	101 (21%)
Planning and organising	5 (1%)	492 (99%)	39 (8%)	222 (45%)	230 (47%)
Initiative and enterprise	21 (4%)	476 (96%)	72 (15%)	212 (43%)	208 (42%)
Effective networking	33 (7%)	463 (93%)	145 (30%)	229 (47%)	117 (24%)
Maintain your resilience	20 (4%)	476 (96%)	62 (13%)	282 (58%)	146 (30%)
Time management	13 (3%)	486 (97%)	76 (15%)	241 (49%)	179 (36%)
Career planning	122 (25%)	372 (76%)	191 (40%)	228 (48%)	57 (12%)
Professional development	35 (7%)	458 (93%)	119 (25%)	286 (59%)	76 (16%)
Public speaking, pitching, presenting	113 (23%)	380 (77%)	141 (30%)	189 (40%)	139 (30%)
Communicating effectively and appropriately	6 (1%)	490 (99%)	32 (6%)	215 (44%)	246 (50%)
Critical and creative thinking skills	8 (2%)	485 (98%)	15 (3%)	192 (39%)	287 (68%)

Working with Others: Leadership and Teamwork

499 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Working in teams	64 (13%)	433 (87%)	15 (3%)	168 (34%)	305 (63%)
Leading teams	129 (26%)	368 (74%)	53 (11%)	220 (46%)	202 (43%)
Building shared vision	90 (18%)	404 (82%)	56 (12%)	257 (54%)	162 (34%)
Succession planning	227 (47%)	257 (53%)	173 (39%)	214 (48%)	55 (12%)
Confronting issues, managing conflict and complaint resolution	96 (20%)	395 (80%)	98 (21%)	262 (55%)	113 (24%)
Mentoring and coaching others	137 (28%)	356 (72%)	61 (13%)	219 (46%)	192 (41%)
Managing people	114 (23%)	379 (77%)	65 (14%)	255 (54%)	154 (32%)

Marketing and Development

491 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Develop and manage marketing strategies	144 (30%)	344 (70%)	197 (43%)	199 (44%)	60 (13%)
Develop and manage your brand	123 (26%)	365 (75%)	190 (42%)	201 (44%)	66 (14%)
Develop an engagement strategy	176 (37%)	306 (63%)	227 (52%)	156 (36%)	51 (12%)
Product promotion	148 (31%)	337 (69%)	186 (42%)	186 (42%)	68 (15%)
Sponsorship or fundraising	202 (42%)	281 (58%)	253 (58%)	156 (36%)	29 (7%)
Strategies for online marketing and development	144 (30%)	343 (70%)	231 (52%)	169 (38%)	45 (10%)
Initiate and manage strategic partnerships	162 (34%)	321 (66%)	220 (50%)	169 (39%)	47 (11%)
Crowdfunding	311 (66%)	164 (35%)	293 (72%)	96 (24%)	19 (5%)
Understanding & using social networking	109 (22%)	377 (78%)	160 (35%)	202 (44%)	98 (21%)
Managing media inquiries	181 (37%)	302 (63%)	152 (34%)	208 (47%)	83 (19%)

Digital Literacy

522 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Ability to operate personal computer and information technologies	10 (2%)	483 (98%)	19 (4%)	166 (34%)	299 (61%)
Ability to use basic software applications (e.g. word processing, spread sheet, presentation, operating system)	26 (5%)	467 (95%)	31 (7%)	172 (36%)	272 (57%)
Ability to use specialist technical software (e.g. accounting, project management, database, 3d modeling, scheduling, editing, sound production, animation)	165 (34%)	326 (66%)	207 (45%)	144 (31%)	108 (24%)
Ability to use internet and online technologies to share content and network	32 (7%)	455 (93%)	78 (16%)	202 (42%)	198 (41%)
Understanding and optimal use of digital formats	104 (22%)	378 (78%)	175 (38%)	181 (39%)	106 (23%)
Social networking skills for marketing and business	98 (20%)	387 (80%)	175 (38%)	208 (45%)	78 (17%)
Ability to produce basic digital media and web content	117 (24%)	369 (76%)	197 (43%)	167 (37%)	91 (20%)
Advanced programming and digital content creation	287 (60%)	193 (40%)	316 (74%)	81 (19%)	28 (7%)
Information and Communication Technology leadership skills	310 (64%)	173 (36%)	287 (70%)	90 (22%)	34 (8%)
Strategic on-line marketing and development	205 (42%)	279 (58%)	294 (69%)	107 (25%)	28 (7%)
Set-up and manage out-sourced Information and Communication Technology services	351 (73%)	129 (27%)	315 (79%)	64 (16%)	19 (5%)
Digital archiving	213 (44%)	271 (56%)	248 (58%)	130 (30%)	50 (12%)
Digital distribution for multiple devices	252 (53%)	220 (47%)	285 (69%)	93 (23%)	35 (8%)
Skills to build or present on-line collaboration and inter-disciplinary practice	277 (58%)	198 (42%)	299 (73%)	82 (20%)	28 (7%)
Skills to develop or present digital arts content in the public realm	227 (47%)	251 (53%)	261 (62%)	112 (27%)	46 (11%)
Basic documentation: moving image, audio, photography	110 (23%)	374 (77%)	160 (36%)	185 (41%)	102 (23%)
Mobile journalism	354 (75%)	121 (25%)	289 (74%)	79 (20%)	23 (6%)
Write and develop a mobile phone app	378 (79%)	99 (21%)	363 (93%)	15 (4%)	12 (3%)
3D Printing	387 (82%)	86 (18%)	373 (94%)	18 (5%)	7 (2%)

Finance and Taxation

485 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High

	No	Yes	Low	Adequate	High
Understand the tax system and your obligations	108 (22%)	377 (78%)	199 (43%)	228 (50%)	31 (7%)
Financial planning	96 (20%)	388 (80%)	212 (46%)	207 (45%)	39 (9%)
Understand superannuation	172 (36%)	311 (64%)	250 (57%)	161 (37%)	30 (7%)
Budgeting	45 (9%)	439 (91%)	101 (2%)	259 (56%)	106 (23%)
Monitor income and expenditure	47 (10%)	435 (90%)	106 (23%)	252 (55%)	102 (22%)
Prepare financial reports, profit and loss, balance sheet and BAS statements	203 (42%)	278 (58%)	256 (59%)	150 (35%)	27 (6%)

Business Skills

480 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Develop a business or strategic plan	154 (32%)	321 (68%)	186 (43%)	185 (43%)	57 (13%)
Intellectual property	124 (26%)	347 (74%)	202 (47%)	171 (40%)	57 (13%)
Understanding business models	201 (43%)	263 (57%)	238 (59%)	130 (32%)	35 (9%)
Understand indigenous art code	327 (70%)	142 (30%)	283 (73%)	90 (23%)	14 (4%)
Resale royalties	275 (59%)	194 (41%)	306 (77%)	77 (19%)	14 (4%)
Contract management	165 (35%)	304 (65%)	215 (51%)	163 (38%)	47 (11%)
Work visa management issues	349 (75%)	114 (25%)	307 (81%)	64 (17%)	10 (3%)
Employer responsibilities, payroll, tax, legal issues	285 (61%)	182 (39%)	272 (70%)	93 (24%)	24 (6%)
Project or event management	117 (25%)	352 (75%)	113 (26%)	184 (43%)	131 (31%)
Manage meetings	131 (28%)	338 (72%)	78 (18%)	202 (47%)	146 (34%)
Provide customer service	131 (28%)	335 (72%)	57 (13%)	151 (35%)	218 (51%)
Develop policy and procedure	217 (47%)	249 (53%)	157 (39%)	167 (42%)	75 (19%)
Knowledge of business compliance obligations	239 (52%)	225 (49%)	248 (62%)	116 (29%)	32 (8%)
Workforce planning	313 (68%)	150 (32%)	249 (65%)	105 (28%)	27 (7%)
Establish, negotiate and refine a design brief	194 (42%)	273 (59%)	172 (42%)	145 (35%)	95 (23%)
Provide services on a freelance basis	136 (29%)	329 (71%)	121 (28%)	165 (38%)	145 (34%)

General Skills

482 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Collaborative skills	36 (8%)	441 (92%)	20 (4%)	188 (40%)	255 (55%)
Creative problem-solving	12 (2%)	469 (98%)	12 (3%)	173 (37%)	284 (61%)
Working with a manager or agent	177 (38%)	292 (62%)	127 (30%)	181 (42%)	119 (27%)
Local government requirements	219 (47%)	251 (53%)	205 (50%)	157 (38%)	52 (13%)
Writing (proposals, grants, submissions, campaigns)	74 (16%)	402 (84%)	139 (31%)	173 (39%)	135 (30%)
Copyright	133 (28%)	338 (72%)	194 (44%)	181 (41%)	62 (14%)
Workplace health and safety	121 (25%)	355 (75%)	94 (21%)	238 (53%)	113 (26%)
Entrepreneurial skills: generate, share, and commodify new ideas and knowledge	109 (23%)	361 (77%)	151 (35%)	198 (46%)	86 (20%)
Knowledge of local and broader Indigenous cultures and protocols	251 (53%)	222 (47%)	237 (58%)	139 (34%)	35 (9%)
Research	81 (17%)	393 (83%)	62 (14%)	213 (48%)	171 (38%)
Building code safety requirements	311 (66%)	159 (34%)	277 (70%)	91 (23%)	29 (7%)
Interpret and respond to a design brief	194 (41%)	278 (59%)	143 (34%)	153 (36%)	129 (30%)
Risk management	161 (34%)	309 (66%)	146 (35%)	207 (49%)	68 (16%)
First aid	195 (41%)	279 (59%)	167 (39%)	186 (43%)	80 (19%)
Facilitate workshops	175 (37%)	297 (63%)	117 (28%)	169 (40%)	138 (33%)
Teaching and training others	127 (27%)	342 (73%)	72 (16%)	190 (43%)	176 (40%)

Technical / Production
481 respondents

	Is this important to your success?		Rate your ability to perform this task		
	No	Yes	Low	Adequate	High
Basic event set-up (AV and sound)	241 (51%)	236 (49%)	214 (51%)	137 (32%)	71 (17%)
Carpentry	372 (78%)	102 (22%)	292 (73%)	80 (20%)	30 (7%)
Using tools	292 (62%)	182 (38%)	198 (48%)	146 (35%)	68 (17%)
Electrical testing and tagging	376 (80%)	93 (20%)	338 (87%)	32 (8%)	17 (4%)
Carry out measurements and calculations	264 (56%)	204 (44%)	181 (44%)	140 (34%)	88 (22%)

55. Please identify the top five Skills or areas of training that would be most benefit to your career

344 respondents indicated at least one priority for training. Analysis of the first priority choices indicates that business planning and development skills were the most cited, followed by the specific technical skills, such as Adobe Creative Suite.

Answer	Count	Percent
Business planning and development skills	148	43%
Specific Artistic, creative or technical skills	119	35%
Marketing skills (includes on-line)	38	11%
Communication skills	20	6%
Digital technologies	20	6%
Finance and taxation	18	5%
Social media	12	3%
Project Management	10	3%

When all responses are collated (1292 total), finance and taxation is the highest priority after technical skills. **Note that** Specific Artistic, creative or technical skills includes a significant number of references to individual computer software programs, which may explain why digital technologies do not feature so highly.

Answer	Count	Percent
Specific Artistic, creative or technical skills	373	29%
Finance and taxation	186	14%
Marketing skills	142	11%
Business planning and development skills	123	10%
Digital technologies	86	7%
Communication skills	74	6%
Project Management	52	4%
Writing Proposals, grants, submissions	45	3%
Social media	36	3%

Small to Medium Creative Futures Survey

Contributing respondents 128

ABOUT YOUR ORGANISATION

112 respondents, 388 responses

Answer	Count	Percent of responses	Percent of respondents
You can contact me if you need to verify or check any of my responses	97	25%	87%
I am interested in what the survey finds	92	24%	82%
Keep me informed of training and professional development opportunities	83	21%	74%
Add me to the AICSA email list	65	17%	58%
Add me to the Service Skills SA email list	51	13%	46%

1. In what area does your organisation primarily operate?

124 respondents

Answer	Count	Percent
Visual arts, craft and design	33	27%
Screen and media (film, TV and radio)	20	16%
Live performance (dance and theatre)	17	14%
Music	15	12%
Support agency or organisation	9	7%
Entertainment (technical production, venues, festivals and events)	7	6%
Libraries, information services, galleries and museums	6	5%
Software development and interactive content	6	5%
Advertising and marketing	4	3%
Other	3	2%
Integrated design or built environment	2	2%
Writing, publishing and print media	2	2%

Note – due to rounding may not equal 100%

2. What type of business structure do you use?

125 respondents

Answer	Count	Percent
Incorporated body	42	34%
Company	34	27%
Partnership (with a legally binding agreement or contract)	13	10%
Government agency or statutory authority	10	8%
Trust	9	7%
Family business	7	6%
Other	7	6%
Sole operator (i.e. you do not employ anyone)	3	2%

3. What is your organisation's average turnover per annum?

112 respondents

Answer	Count	Percent
Less than \$50K	35	31%
\$50K – to less than \$100K	12	11%
\$100K – to less than \$500K	38	34%
\$500K – to less than \$750K	10	9%
\$750K – to less than \$1 million	7	6%
\$1 million – to less than \$5 million	9	8%
\$5 million – to less than \$10 million	1	1%
\$10 million or more	0	0%

4. Compared to a year ago, how has your organisation's productivity changed?

116 respondents

Answer	Count	Percent
Increased	66	57%
Stayed the same	34	29%
Decreased	16	14%

5. If your organisation's productivity has changed, what is the main reason? (i.e. increased or decreased productivity)

82 respondents

The reasons for productivity change were varied, but include factors such as:

- business growth (start-ups or young businesses)
- use of new technologies including online marketing
- creating opportunities via collaborations and partnerships
- staff working harder
- slowdown in economic activity
- funding cuts

6. Do you expect your organisation to experience business growth or decline in the next 12 months?

115 respondents

Answer	Count	Percent
Growth	63	55%
Same	41	36%
Decline	11	10%

Note – due to rounding may not equal 100%

7. If you expect business growth or decline in the next 12 months, what is the estimated percentage change?

Of those who indicated a decline the lowest was 5%, the highest 85%, average 34%

Of those who indicated a growth the lowest was 5%, the highest 300%, average 29%

WORKFORCE PLANNING

8. How many people do you currently employ in total (including owners, but excluding volunteers)?

129 respondents

Answer	FTE Count	Percent
Female	322	53%
Male	283	47%
Total	605	

Out of the 129 respondents – 30 people indicated they had no employees.

Area of Operation by Employee Gender Split	Male	Female
Screen and media (film, TV and radio)	75 (12%)	48 (17%)
Live performance (dance and theatre)	56 (9%)	71 (25%)
Visual arts, craft and design	33 (5%)	67 (24%)
Music	24 (9%)	24 (8%)
Software development and interactive content	19 (7%)	4 (1%)
Entertainment (technical production, venues, festivals and events)	18 (7%)	12 (4%)
Support agency or organisation for the Arts, Cultural and Creative Industries	15 (6%)	25 (9%)
Integrated design or built environment	6 (2%)	2 (1%)
Libraries, information services, galleries and museums	6 (2%)	20 (7%)
Advertising and marketing	5 (2%)	1 (0.4%)
Writing, publishing and print media	2 (1%)	9 (3%)

9. What is the employment breakdown within your organisation?

96 respondents

Answer	Employees Count	Percent	FTE Count	Percent
Full time ongoing	145	22%	40.65	30%
Part time ongoing	134	21%	43	32%
Casual (1-20hrs)	188	29%	11.2	8%
Casual (21+)	21	3%	8.7	6%
Short term contract	90	14%	9.2	7%
Temporary or seasonal	66	10%	20.05	15%
Apprentice or Trainee	1	0%	3	2%
Total	645		135.8	

10. Has there been any significant change in the employment breakdown compared to a year ago?

102 respondents

Answer	Count	Percent
No	75	74%
Yes	27	26%

11. If the employment breakdown has significantly changed in the last year, please specify what has changed and why?

The reasons for employment breakdown change were varied, but include factors such as:

Lack of work or decreased funding:

- Full-time positions into part-time and casual
- Permanent staff made contractors

Volunteer staff now being paid for some of their work

Changes due to event, production or project demands

New staff due to business growth

12. How many employees predominantly work in each of the following functional areas?

97 respondents

Answer	FTE Count	Percent
Creative	308	36%
Administration, human resources, finance, management	160	18%
Events, marketing and promotion, community engagement, member or customer services	151.7	19%
Information technology, production or technical	89	10%
Project management	88.5	10%
Other	56	7%

Question 12 – extra analysis and comparison

FUNCTIONAL AREA	Creative		Administration, HR, finance, management		Events, marketing & promotion, community engagement, member or customer services		Project Management		IT & tech		Other		Total Sector Count
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	
Advertising and marketing	4	31%	2	15%	2	15%	2	15%	3	23%	0	0%	13
Entertainment (technical production, venues, festivals and events)	8	12%	11	17%	38	58%	6	9%	3	5%	0	0%	66
Libraries, information services, galleries and museums	2	8%	9	38%	11	46%	2	8%	0	0%	0	0%	24
Live performance (dance and theatre)	45	38%	17.5	15%	14.5	12%	6	5%	24	21%	10	9%	117
Music	27	33%	17	20%	17	20%	9	11%	8	10%	5	6%	83
Screen and media (film, TV and radio)	82	57%	24	17%	18	12%	11	8%	10	7%	0	0%	145
Software development and interactive content	13	57%	2.5	11%	0.5	2%	3	13%	4	17%	0	0%	23
Support agency or organisation for the Arts, Cultural and Creative Industries	19	33%	13	22%	6	10%	8	14%	2	3%	10	17%	58
Visual arts, craft and design	78	35%	34	15%	40	18%	29	13%	24	11%	15	7%	220
Writing, publishing and print media	2	22%	1	11%	1	11%	1	11%	4	45%	0	0%	9
Integrated design or built environment	3	38%	4	50%	1	13%	0	0%	0	0%	0	0%	8
Industry Area not specified	3	12%	6	23%	7	27%	6	23%	4	15%	0	0%	26

13. What specific functions or roles are critical to your organisation's success?

85 respondents, 158 responses

Answer	Count	Percent of responses	Percent of respondents
Administration, human resources, finance, management	48	30%	56%
Events, marketing and promotion, community engagement, member or customer services	45	28%	53%
Creative	31	20%	36%
Information technology, production or technical	15	9%	18%
Project management	10	6%	12%
Other	9	6%	11%

Note – due to rounding may not equal 100%

Most indicated multiple roles were critical to success, with diverse combinations of roles, but overall the most frequently mentioned role was marketing and promotion

14. Which of the following workforce planning activities does your organisation undertake? (these activities could be formal or informal)

103 respondents, 284 responses

Answer	Count	Percent of responses	Percent of respondents
Identify employees' working preferences and needs	71	25%	69%
Identify skills or labour needed in the future	65	23%	63%
Identify individual employees' professional development and training needs	63	22%	61%
Succession planning	37	13%	36%
Collect employee demographic information (e.g. age, gender, ethnicity)	20	7%	19%
None of these	17	6%	17%
Identify employees' retirement intentions	8	3%	8%
Other	3	1%	3%

Note – due to rounding may not equal 100%

15. Are you facing or predicting labour or skill shortages?

102 respondents

Answer	Count	Percent
No	52	51%
Yes	33	32%
Don't know	17	17%

16. When are you facing or predicting labour or skill shortages?

32 respondents

Answer	Count	Percent
Currently	18	56%
Within 12 months	9	28%
In 1–2 years	3	9%
In 2–5 years	1	3%
in 5–10 years	1	3%

17. In which functional areas are you facing or predicting labour or skill shortages?

32 respondents, 98 responses

Answer	Count	Percent of responses	Percent of respondents
Creative	12	12%	38%
Management	12	12%	38%
Production or technical	11	11%	34%
Community engagement	10	10%	31%
Project management	10	10%	31%
Administration	8	8%	25%
Events	8	8%	25%
Marketing and promotion	7	7%	22%
Finance	5	5%	16%
Information technology	5	5%	16%
Member or customer services	4	4%	13%
Other	4	4%	13%
Human resources	2	2%	6%

Note – due to rounding may not equal 100%

18. Which of the following has your organisation implemented?

98 respondents, 279 responses

Answer	Count	Percent of responses	Percent of respondents
Flexible working hours	70	25%	71%
Flexible practices	59	21%	60%
Family friendly policies and practices	47	17%	48%
Mentoring or coaching schemes	44	16%	45%
Job redesign or rotation	24	9%	24%
Profit sharing or share ownership schemes	16	6%	16%
None of these	12	4%	12%
Phased retirement for older workers	4	1%	4%
Other	3	1%	3%

Note – due to rounding may not equal 100%

19. In your view, what information do you need to plan for future workforce needs?

58 respondents, 66 responses

Answer	Count	Percent of responses	Percent of respondents
Skill development and training options	13	20%	22%
Business/economic climate	10	15%	17%
Compliance and regulation	9	14%	16%
Funding stability	8	12%	14%
Other*	6	9%	10%
Market and audience trends	6	9%	10%
No information required	4	6%	7%
Career pathways/planning	4	6%	7%
Technology	3	5%	5%
Workforce projections	3	5%	5%

Note – due to rounding may not equal 100%

* For example:

“A crystal ball? Serious, in this industry that is what it would take.”

20. Is the information (you need for workforce planning) available?

92 respondents

Answer	Count	Percent
Don't know	49	53%
Yes	23	25%
No	20	22%

21. What kind of support could be provided by government and industry bodies to arts, cultural and creative organisations and businesses to help plan and address future workforce and skills needs?

73 respondents, 74 responses

Answer	Count	Percent of responses	Percent of respondents
Funding support or subsidised training	23	31%	32%
Entrepreneurial/business/governance	15	20%	21%
Improved quality of training	12	16%	16%
Other*	10	14%	14%
Skills database of professionals	7	9%	10%
Funding for attachments, interns secondments and mentoring	7	9%	10%

Note – due to rounding may not equal 100%

Comments were quite specific – for example: access to accurate data, templates for employee assessments and assistance with regulatory issues.

INDUSTRY TRENDS

22. Which of the following factors do you expect to be significantly different for the arts, cultural and creative industries in 3 years time?

98 respondents, 354 responses

Answer	Count	Percent of responses	Percent of respondents
Technology	68	19%	69%
Funding sources	59	17%	60%
Business climate	55	16%	56%
Markets	54	15%	55%
Compliance and regulation	26	7%	27%
Governance	23	7%	23%
Products	23	7%	23%
Types of organisation	21	6%	21%
Development process	17	5%	5%
None of these	5	1%	5%
Other	3	1%	3%

Note – due to rounding may not equal 100%

23. Which one of the following factors do you expect will have the most impact on your organisation?

98 respondents

Answer	Count	Percent
Funding sources	36	37%
Business climate	20	20%
Markets	12	12%
Technology	11	11%
Other	7	7%
Compliance and regulation	6	6%
Products	2	2%
None of these	2	2%
Governance	1	1%
Development process	1	1%

Note – due to rounding may not equal 100%

24. In what way do you expect to be affected by the factor most impacting your organisation?

97 respondents

Answer	Count	Percent
Some negative, some positive	50	52%
Negative	29	30%
Positive	18	19%

Note – due to rounding may not equal 100%

25. How will this factor have the greatest impact on your organisation? (as selected in the previous question)

83 respondents

Responses were generally specific to the organisation's particular situation and varied significantly. However a common theme in the responses centred around the impact of the economic climate and subsequent effects on budgets and available sponsorship and government funding.

"It will be harder to find money and so we will be relying more on the entrepreneurial skills"

The other common reference was to changes due to technology, particularly use of new technology driven marketing.

26. What are the other key external factors impacting on the industry?

72 respondents, 88 responses

Answer	Count	Percent of responses	Percent of respondents
Economic climate	19	22%	26%
Government funding, support & policy	19	22%	26%
Other*	17	19%	24%
Technology	12	14%	17%
Markets	9	10%	13%
Skills gaps	8	9%	11%
Regulatory	4	5%	6%

Note – due to rounding may not equal 100%

*Comments were quite specific – for example: ageing membership, outsourcing to China and India and too many competitors.

RECRUITMENT

27. What attracts people to the arts, cultural and creative industries?

97 respondents, 392 responses

Answer	Count	Percent of responses	Percent of respondents
Passion and urge to create	93	24%	96%
Value it, consider it important	74	19%	76%
Intellectual stimulation	72	18%	74%
Want to make a difference or make the world a better place	71	18%	73%
Social activities and networking	43	11%	44%
Fame and respect	22	6%	23%
Working hours	12	3%	12%
Other	5	1%	5%

28. What deters people from entering the arts, cultural and creative industries?

96 respondents, 298 responses

Answer	Count	Percent of responses	Percent of respondents
Unstable or low income	90	30%	94%
Lack of opportunity	63	21%	66%
Competitive	42	14%	44%
Fear of failure	39	13%	41%
Low status	29	10%	30%
Working hours	28	9%	29%
Social activities and networking	4	1%	4%
Other	3	1%	3%

Note – due to rounding may not equal 100%

29. Which of these sources do most of your staff come from?

89 respondents, 162 responses

Answer	Count	Percent of responses	Percent of respondents
Industry networks	40	25%	45%
Networks in your local area	35	22%	39%
Volunteer pools	18	11%	20%
Directly from school, TAFE, higher education institution	18	11%	20%
Other	15	9%	17%
Internet (besides artsHub)	13	8%	15%
Newspaper ads	11	7%	12%
artsHub	8	5%	9%
Recruitment agencies	4	2%	4%

30. Do you think these sources can supply enough staff to meet your organisation's future needs?

92 respondents

Answer	Count	Percent
Yes	51	55%
Don't know	24	26%
No	17	18%

Note – due to rounding may not equal 100%

31. Are you planning to hire additional staff (excluding replacements) over the next 3 years?

94 respondents

Answer	Count	Percent
Yes	48	51%
Don't know	23	24%
No	23	24%

Note – due to rounding may not equal 100%

32. How many additional staff do you think you will need in 3 years time? (full time equivalent)

41 respondents

Total of 145.75 additional FTE staff required, with a range of 0.25–25FTEs. Average of 3.6 additional staff per organisation.

33. Which areas will these additional positions mainly be in?

47 respondents, 155 responses

Answer	Count	Percent of responses	Percent of respondents
Administration	25	16%	53%
Creative	22	14%	47%
Marketing and promotion	21	14%	45%
Project management	15	10%	32%
Finance	13	8%	28%
Events	11	7%	23%
Production or technical	11	7%	23%
Community engagement	9	6%	19%
Information and communication technology	9	6%	19%
Management	8	5%	17%
Other	5	3%	11%
Member or customer services	4	3%	9%
Human resources	2	1%	4%

34. Have you had any difficulties finding suitable applicants for positions in your company or organisation?

91 respondents

Answer	Count	Percent
Yes	47	52%
No	44	48%

35. In which areas did you have difficulties finding suitable applicants?

45 respondents, 116 responses

Answer	Count	Percent of responses	Percent of respondents
Creative	16	14%	36%
Marketing and promotion	14	12%	31%
Administration	12	10%	27%
Management	12	10%	27%
Project management	12	10%	27%
Production or technical	10	9%	22%
Finance	8	7%	18%
Community engagement	8	7%	18%
Information and communication technology	7	6%	16%
Member or customer services	5	4%	11%
Other	5	4%	11%
Events	4	3%	9%
Human resources	3	3%	7%

36. What are the main barriers in your organisation to hiring staff?

92 respondents, 182 responses

Answer	Count	Percent of responses	Percent of respondents
Wages or remuneration not competitive	41	23%	45%
Cannot find staff with the appropriate skills, experience	38	21%	41%
No barriers	18	10%	20%
Location remote, difficult to travel to or not perceived well	15	8%	16%
Poor attitudes of applicants	14	8%	16%
Other	12	7%	13%
Type of work not perceived well	11	6%	12%
Insufficient local training positions	11	6%	12%
School leavers lack of skills or experience	9	5%	10%
Cannot find staff with specific licences or registration	6	3%	7%
Terms and conditions of employment	6	3%	7%
Cannot find anyone who wants to work in my organisation	1	1%	1%

Note – due to rounding may not equal 100%

STAFF TURNOVER and RETENTION

37. How many, if any, of your employees have left in the last twelve months?

34 organisations reported that employees had left:

- 52.2 FTE employees resigned (30%)
- 89.2 FTE employees retired (51%)
- 33 FTE employees were 'let go' (19%)

TOTAL: 174.4 FTE

38. Have staff left your organisation in the past 12 months for any of the following reasons?

66 respondents, 106 responses

Answer	Count	Percent of responses	Percent of respondents
No staff left	32	30%	48%
Lifestyle change	11	10%	17%
Other	11	10%	17%
Wages not high enough	10	9%	15%
Not enough working hours available	8	8%	12%
Working hours not suited to employee	6	6%	9%
Unable to work due to illness or disability	5	5%	8%
Fixed term contract expired	5	5%	8%
Retired	5	5%	8%
Interpersonal conflict	4	4%	6%
Loss of funding	4	4%	6%
Limited career path	3	3%	5%
Employee wanted better conditions	2	2%	3%

Note – due to rounding may not equal 100%

39. Do you conduct exit interviews with staff that leave your organisation?

83 respondents

Answer	Count	Percent
No	46	55%
Yes	37	45%

40. Do you intend to replace workers who leave in the next 12 months?

84 respondents

Answer	Count	Percent
Yes - all	35	42%
Don't know	21	25%
Yes - some	15	18%
No	13	15%

41. Have you implemented any of these strategies to retain existing workers?

77 respondents, 256 responses

Answer	Count	Percent of responses	Percent of respondents
Flexible working hours and practices	43	17%	56%
Family friendly policies and practices	32	13%	42%
Time off in lieu of extra hours worked	32	13%	42%
Mentoring or coaching schemes	31	12%	40%
Education and training, new technology	30	12%	39%
Recognition or reward programs	16	6%	21%
Job redesign or rotation	16	6%	21%
None of these	15	6%	19%
Remuneration packages and employee entitlements	12	5%	16%
Bonus, profit sharing or share ownership schemes	11	4%	14%
Salary sacrifice or packaging	6	2%	8%
Other	5	2%	6%
Annualised salary (paid over 12 months, but work less than 12 months)	4	2%	5%
Phased retirement for older workers	3	1%	4%

Note – due to rounding may not equal 100%

APPRENTICESHIPS and TRAINEESHIPS

42. In the last 5 years, have you employed or attempted to employ apprentices or trainees under a formal contract of training to fill job openings (directly or through Group Training Companies)?

88 respondents

Answer	Count	Percent
No	66	75%
Yes	11	13%
Not applicable	7	8%
Attempted - but unsuccessful	3	3%
Attempted - but too complicated	1	1%

43. If your organisation is not able to offer training contracts, what are the main reasons?

75 respondents, 117 responses

Answer	Count	Percent of responses	Percent of respondents
Too costly (e.g. wages and workers compensation insurance, superannuation)	38	32%	51%
Non-productive time of apprentice and supervisor when	18	15%	24%
Don't know enough about apprenticeships or traineeships	17	15%	23%
No-one to supervise apprentices or trainees	16	14%	21%
Only recruit fully skilled staff	12	10%	16%
Other	11	9%	15%
Lack of accessible formal training	5	4%	7%

Note – due to rounding may not equal 100%

TRAINING and SKILLS DEVELOPMENT

44. Do you know what types of qualifications are available under the Vocational and Education Training system (VET)?

88 respondents

Answer	Count	Percent
No	49	56%
Yes	24	27%
Don't know	15	17%

45. Have you accessed any funding opportunities under the VET system?

88 respondents

Answer	Count	Percent
No	77	88%
Yes	6	7%
Not applicable	3	3%
Attempted - but unsuccessful	1	1%
Attempted - but too complicated	1	1%

46. Do you understand what funding opportunities are available to train your employees under the State Government's new 'Skills in the Workplace' initiative?

86 respondents

Answer	Count	Percent
No	76	88%
Yes	10	12%

47. What is your average annual expenditure on professional development and skills development?

Lowest spend was \$350, the highest \$30,000.

56 organisations total expenditure \$305,300 for an average of \$5,452

48. If you currently have skills gaps in your organisation, please specify.

42 respondents

Answer	Count	Percent
Information and communication technology	15	36%
Marketing and promotion	10	24%
Finance	9	21%
Management & Business development	8	19%
Administration	8	19%
Production or technical	7	17%
Project management	6	14%
Member or customer services	6	14%
Other	4	10%
Community engagement	4	10%
Training/teaching	4	10%
Events	4	10%
Human resources	2	5%

49. If you are predicting any skills gaps in your organisation in the next 2 to 5 years, please specify.

22 respondents

Answer	Count	Percent
Production or technical	7	32%
Management & Business development	6	27%
Information and communication technology	6	27%
Training/teaching	4	18%
Marketing and promotion	4	18%
Administration	4	18%
Other	3	14%
Finance	3	14%
Project management	1	5%

50. How do you train your staff?

85 respondents, 313 responses

Answer	Count	Percent of responses	Percent of respondents
Learning on the job	63	20%	74%
Mentoring, coaching, job shadowing	50	16%	59%
In-house training courses	38	12%	45%
Self-directed or self-taught	37	12%	44%
Conferences, seminars, or forums	36	12%	42%
Short courses, workshops, summer schools	33	11%	39%
Formal training program or accredited courses	20	6%	24%
On-line training	18	6%	21%
Structured individual performance development plans for all employees	9	3%	11%
Job rotation	4	1%	5%
Traineeship, internship or post graduate program	3	1%	4%
None of the above	2	1%	2%

51. What are the barriers to increasing the knowledge and skills of your staff?

78 respondents, 149 responses

Answer	Count	Percent of responses	Percent of respondents
Access to funding for training	43	29%	55%
We don't have resources to send staff away during business hours	34	23%	44%
No barriers	18	12%	23%
Access to new technologies	14	9%	18%
We can't find training with the right content	9	6%	12%
We don't know where to get the training I need for our staff	9	6%	12%
We train them and they leave	8	5%	10%
Other	6	4%	8%
Ageing workforce	4	3%	5%
Reluctant to upskill	4	3%	5%

52. If there was funding available to help retrain and upskill your staff, what type of training would be your priority?

62 respondents, 135 responses

Priority Training Area for Staff	Responses	Category
marketing & promotions	15	Marketing & Development
IT	12	Digital Literacy
social networking / media	10	Digital Literacy
financial management & accounting	8	Finance & Taxation
management	6	Business Skills
planning, time & stress management	4	Self Management
project management	4	Business Skills
business planning	4	Business Skills
customer service	4	General
fostering community engagement	4	Marketing & Development
event management	3	Business Skills
business management	2	Business Skills
board governance	1	Business Skills
web development	3	Digital Literacy
database management	2	Digital Literacy
web based coding technologies	1	Digital Literacy
writing funding / grant submission	3	General
sales	2	General
royalties	1	General
OH&S	1	General
communication	1	General
mentoring	2	Leadership & Teamwork
leadership	2	Leadership & Teamwork
conflict & people management	2	Leadership & Teamwork
developing trainee programs	1	Leadership & Teamwork
licencing & copyright	2	Marketing & Development
partnership brokering	1	Marketing & Development
fundraising	1	Marketing & Development
innovative arts practice & PD	2	Self Management
numeracy & literacy skills	1	Self Management
3D animation	3	technical industry skills
program development	2	technical industry skills
graphic design & software	2	technical industry skills
design	2	technical industry skills
Safe dance practice	2	technical industry skills
television production	2	technical industry skills
rigging and tech skills	1	technical industry skills
artistic direction	1	technical industry skills
dance education	1	technical industry skills
specialist music training	1	technical industry skills

Continues over page

Priority Training Area for Staff	Responses	Category
music publishing	1	technical industry skills
digital projection	1	technical industry skills
film production	1	technical industry skills
theatre technical skill	1	technical industry skills
film legalities	1	technical industry skills
film distribution local & global	1	technical industry skills
announcer training	1	technical industry skills
photography	1	technical industry skills
custom framers	1	technical industry skills
Unity3d	1	technical industry skills
C Sharp Programming	1	technical industry skills
small scale music events	1	technical industry skills
design client brief	1	technical industry skills

53. Please identify any crucial skills the independent creatives and freelancers you engage with, need to improve?

46 respondents, 94 responses

Priority Training for Staff	Responses	Category
self management - planning & time management	10	Self Management
project management	7	Business Skills
communication	7	General
business management	4	Business Skills
business planning	3	Business Skills
project management to meet local governments needs	1	Business Skills
board governance	1	Business Skills
event management	1	Business Skills
legalities	1	Business Skills
project completion & assessment	1	Business Skills
social networking / media	3	Digital Literacy
IT	2	Digital Literacy
web based coding technologies	1	Digital Literacy
web development	1	Digital Literacy
finance & accounting	2	Finance & Taxation
administration	3	General
fostering community engagement	2	General
innovative arts practice & PD	2	General
customer service	1	General
numeracy & literacy skills	1	General
research & writing funding / grant submission	1	General
proofing	1	General
teaching	1	General
writing	1	General
report writing	1	General
OH	1	General
royalties	1	General
client relationship	1	General
legalities for various disciplines	1	General
leadership	2	Leadership & Teamwork
mentoring	1	Leadership & Teamwork
client analysis & development	2	Marketing & Development
marketing & promotions	1	Marketing & Development
partnership brokering	1	Marketing & Development
operating as a professional	3	Self Management
follow through	1	Self Management
self management	1	Self Management
operating as a professional	1	Self Management
operating commercially	1	Self Management
insurance needs/ responsibilities	1	Self Management

Continues over page

Priority Training Area for Staff	Responses	Category
production management	2	technical industry skills
3D animation	1	technical industry skills
dance education	1	technical industry skills
high res photographs of art work	1	technical industry skills
artist rights & support contacts	1	technical industry skills
artistic technical skills	1	technical industry skills
music management	1	technical industry skills
touring management	1	technical industry skills
career exploration and development	1	technical industry skills
recording & distribution deals	1	technical industry skills
budgeting for film	1	technical industry skills
sound editors with experience	1	technical industry skills
voice over talent	1	technical industry skills
Unity3d	1	technical industry skills
C Sharp Programming	1	technical industry skills

54. Are there clearly defined career paths in your organisation?

84 respondents

Answer	Count	Percent
No	60	71%
Yes	24	29%

55. How would you rate employee morale overall?

85 respondents

Answer	Count	Percent
Very low	1	1%
Low	1	1%
Neither low nor high	21	26%
High	45	53%
Very high	17	20%

Note – due to rounding may not equal 100%

56. Why do you think employees join, stay, or leave your organisation?

60 respondents, 93 responses

Answer	Count	Percent of responses	Percent of respondents
Flexible work conditions, supportive environment	18	19%	30%
Career opportunities	16	17%	27%
Passionate about arts, making a difference	16	17%	27%
Job challenge and satisfaction	16	17%	27%
Fun environment, enjoyable workplace	11	12%	18%
Lack of secure income, funding	7	8%	12%
Other	6	6%	10%
Pay rates not good	3	3%	5%

In summary, generally people:

- Join because they are passionate about the arts and making a difference or to gain experience to move along the career pathway.
- Stay due to positive, flexible work environments and job challenge and satisfaction.
- Leave to take up further career opportunities or because of loss of funding and lower pay rates.

DIGITAL LITERACY

57. Please rate the level of digital literacy and the training priorities of your organisation in the following areas.

88 respondents

	Rating				Training priority	
	Low	Adequate	High	NA	No	Yes
Ability to operate personal computer and information technologies	1 1%	15 18%	69 81%	0 0%	47 69%	21 30%
Ability to use basic software applications. (e.g. word processing, spread sheet, presentation, operating system)	1 1%	20 24%	64 75%	0 0%	45 70%	19 30%
Ability to use specialist technical software (e.g. accounting, project management, database, 3d modeling, scheduling, editing, sound production, animation)	15 18%	25 30%	41 49%	2 2%	31 46%	37 54%
Ability to use internet and online technologies to share content and network	6 7%	16 20%	59 72%	1 1%	37 62%	23 38%
Understanding of digital formats and optimal use	9 11%	23 28%	46 57%	3 4%	34 58%	25 42%
Social networking skills for marketing and business	11 14%	35 43%	33 41%	2 2%	25 41%	36 59%
Ability to produce basic digital media and web content	10 12%	20 25%	49 61%	1 1%	30 48%	33 52%
Advanced programming and digital content creation	27 34%	22 28%	24 30%	7 9%	42 69%	19 31%
Information and Communication Technology leadership skills	21 26%	23 29%	22 28%	14 18%	36 64%	20 36%
Strategic on-line marketing and development	25 31%	25 31%	25 31%	5 6%	25 42%	35 58%
Set-up and manage out-sourced Information and Communication Technology services	34 43%	17 21%	17 21%	12 15%	42 74%	15 26%
Digital archiving	23 29%	27 34%	23 29%	6 8%	45 75%	15 25%
Digital distribution for multiple devices	20 26%	28 36%	23 29%	7 9%	39 66%	20 34%
Skills to build or present on-line collaboration and interdisciplinary practice	24 30%	21 26%	25 31%	11 14%	35 61%	22 39%
Skills to develop or present digital arts content in the public realm	22 27%	24 30%	26 32%	9 11%	37 64%	21 36%
Basic documentation: moving image, audio, photography	10 12%	28 34%	40 48%	5 6%	44 71%	18 29%
Mobile journalism	35 44%	11 14%	16 20%	17 22%	38 76%	12 24%
Write and develop a mobile phone app	49 60%	8 10%	9 11%	15 19%	36 63%	21 37%
3D Printing	48 61%	5 6%	2 3%	24 30%	43 84%	8 16%

58. Which specific roles in your organisation would you would consider to be a priority for training in digital literacy?

81 respondents, 328 responses

Answer	Count	Percent of responses	Percent of respondents
Marketing and promotion	56	17%	69%
Creative	36	11%	44%
Administration	35	11%	43%
Community engagement	31	9%	38%
Information and communication technology	29	9%	36%
Project management	26	8%	32%
Management	26	8%	32%
Member or customer services	24	7%	30%
Finance	20	6%	25%
Events	19	6%	23%
Production or technical	15	5%	19%
Human resources	7	2%	9%
Other	4	1%	5%

Large Organisation Creative Futures Survey

Contributing respondents 36

ABOUT YOUR ORGANISATION

29 respondents, 126 responses

Answer	Count	Percent of responses	Percent of respondents
You can contact me if you need to verify or check any of my responses	26	21%	90%
I am interested in what the survey finds	29	23%	100%
Keep me informed of training and professional development opportunities	28	22%	97%
Add me to the AICSA email list	23	18%	79%
Add me to the Service Skills SA email list	20	16%	69%

1. In what area does your organisation primarily operate?

36 respondents

Answer	Count	Percent
Libraries, information services, galleries and museums	5	14%
Education	4	11%
Entertainment (technical production, venues, festivals and events)	4	11%
Screen and media (film, TV and radio)	4	11%
Visual arts, craft and design	3	8%
Support agency or organisation for the arts, cultural and creative industries	3	8%
Advertising and marketing	3	8%
Software development and interactive content	2	6%
Integrated design or built environment	2	6%
Writing, publishing and print media	2	6%
Live performance (dance and theatre)	2	6%
Music	2	6%

Note – due to rounding may not equal 100%

2. What type of business structure do you use?

35 respondents

Answer	Count	Percent
Government agency or statutory authority	16	46%
Company	12	34%
Incorporated body	4	11%
Other *	2	6%
Trust	1	3%

*other structure includes family business and a combination of Government agency, statutory authority and incorporated body.

3. What is your organisation's average turnover per annum?

34 respondents

Answer	Count	Percent
Less than \$750K	0	0%
\$750K – to less than \$1 million	3	9%
\$1 million – to less than \$5 million	15	44%
\$5 million – to less than \$10 million	7	21%
\$10 million or more	9	26%

4. Compared to a year ago, how has your organisation's productivity changed?

36 respondents

Answer	Count	Percent
Increased	21	58%
Stayed the same	9	25%
Decreased	6	17%

5. If your organisation's productivity has changed, what is the main reason?

27 respondents, 37 responses

Answer	Count	Percent of responses	Percent of respondents
Expanded delivery/increased demand	12	32%	44%
Diversification	8	22%	30%
Policy change & economic climate	7	19%	26%
Business restructure	7	19%	26%
Embracing new technology	3	8%	11%

Note: Skills for All was specifically mentioned as a factor by 2 respondents

6. Do you expect your organisation to experience business growth or decline in the next 12 months?

35 respondents

Answer	Count	Percent
Growth	21	60%
Same	9	26%
Decline	5	14%

7. If you expect business growth or decline in the next 12 months, what is the estimated percentage change?

Decline

5 respondents answered the question

Total Decline is 53%

Average Decline is 10.6%

Growth

19 respondents answered the question

Total Growth is 286%

Average Growth is 15%

8. What is the approximated total labour cost as a percentage of your turnover?

30 respondents

Low = 20%

High = 90%

Average of 53%.

Over half the respondents indicated that approximated total labour cost as a percentage of turnover was 50% or higher. Nine companies indicated 70% or higher (33%).

WORKFORCE PLANNING

9. How many people do you currently employ in total (including owners, but excluding volunteers)?

35 respondents

Answer	FTE Count	Percent
Male	1054	43%
Female	1380	57%

On average each organisation employs 67 people

10. What is the employment breakdown within your organisation?

36 respondents

Answer	Employee Count	Percent	FTE Count	Percent
Full time ongoing	947	36%	917	69%
Part time ongoing	361	14%	191.49	14%
Casual (1-20hrs)	474	18%	43.95	3%
Casual (21 +)	138	5%	75.7	6%
Short term contract	290	11%	17	1%
Temporary or seasonal	407	15%	73.01	6%
Apprentice or Trainee	11	1%	7.2	1%
Total	2628		1325.35	

23 organisations provided data on wage costs:

Answer	Employee Count	Wage Cost Total (\$K)	Average (\$)
Full time ongoing	947	36,624	38,673
Part time ongoing	361	9,619	26,645
Casual (1-20hrs)	474	1,597	3,368
Casual (21 +)	138	3,346	24,245
Short term contract	290	1,395	4,810
Temporary or seasonal	407	2,366	5,812
Apprentice or Trainee	11	200	18,246

11. Has there been any significant change in the employment breakdown compared to a year ago?

33 respondents

Answer	Count	Percent
No	25	76%
Yes	8	24%

12. If the employment breakdown has significantly changed in the last year, please specify what has changed and why?

12 respondents provided specific details:

- slight increase in the casualization of staff
- seasonal event
- a significant number of casuals have been made part time to cut costs, improve retention rates and retain skills.
- One full time role was rolled into two contracts as business development role was reassessed.
- Increased demand has led to an increase of casual staff.
- high rate of staff turnover, staff needing a change of scenery: moving to other employment opportunities or moving to other roles
- there is an emphasis on younger people, and a better gender balance.
- Up to 50% of the workforce was made up of short term contractors - this changes based on the nature and number of projects.
- There are more trained people coming in.
- less staff numbers as we are doing less productions as a result of less funding
- decline in business income, thus less work
- Loss of contracts

13. How many employees predominantly work in each of the following functional areas?

224 respondents with 2564.5 FTE employees.

Answer	FTE Count	Percent of responses	Average per respondent
Creative	537.1	22%	20.7
Production or technical	494	19%	22.5
Other	487.8	19%	37.5
Community engagement, member or customer service	402.3	16%	21.2
Administration	156	6%	4.8
Management	118	5%	3.8
Project Management	97	4%	5.7
Marketing & Promotion	94.3	4%	5.0
Events	84	3%	8.4
Finance	56	2%	4.0
Information & Communication technology	28	1%	2.0

Note – due to rounding may not equal 100%

The majority response in the other category was:

Answer	FTE Count	Percent of responses	Average per respondent
Arts Educators/Tutors/Trainers	394	15%	65.8

14. What specific functions or roles are critical to your organisation's success?

32 respondents, 77 responses

Answer	Count	Percent of responses	Average per
Creative	11	14%	34%
Community engagement, member or customer service	11	14%	34%
Management	9	12%	28%
Administration	6	8%	19%
Finance	6	8%	19%
Marketing & Promotion	6	8%	19%
Production or technical	6	8%	19%
All	6	8%	19%
Project Management	5	6%	16%
Information & Communication technology	4	5%	13%
Trainers/Educators/Lecturers	4	5%	13%
Other	2	3%	6%
Events	1	1%	3%

Note – due to rounding may not equal 100%

15. Which of the following workforce planning activities does your organisation undertake?
(these activities could be formal or informal)

35 respondents, 145 responses

Answer	Count	Percent of responses	Percent of respondents
Identify individual employees' professional development and training needs	31	21%	89%
Identify skills or labour needed in the future	27	19%	77%
Identify employees' working preferences and needs	27	19%	77%
Succession planning	24	17%	69%
Collect employee demographic information (e.g. age, gender, ethnicity)	16	11%	46%
Identify employees' retirement intentions	13	9%	37%
Other*	6	4%	17%
None of these	1	1%	3%

Note – due to rounding may not equal 100%

* Responses were varied and centred on professional development. For example "scholarships, interstate and international travel and 'residencies' and experience in other spaces for professional development".

16. Do you have formal human resource (HR) databases and processes for gathering and storing workforce information?

35 respondents

Answer	Count	Percent
Yes	24	69%
No	11	31%

17. Has your organisation integrated workforce planning into business plans?

35 respondents

Answer	Count	Percent
Yes	20	57%
No	13	37%
No – don't have a business plan	2	6%

18. Are you facing or predicting labour or skill shortages?

35 respondents

Answer	Count	Percent
No	18	51%
Yes	15	43%
Don't know	2	6%

19. When are you facing or predicting labour or skill shortages across your organisation?

15 respondents

Answer	Count	Percent
Currently	10	66%
Within 12 months	2	13%
In 1 - 2 years	0	0%
In 2 - 5 years	3	20%
More than 5 years	0	0%

20. In which areas are you facing or predicting labour or skill shortages?

15 respondents, 55 responses

Answer	Count	Percent of responses	Percent of respondents
Production or technical	11	20%	73%
Other	6	11%	40%
Creative	5	9%	33%
Marketing and promotion	5	9%	33%
Information and communication technology	5	9%	33%
Management	4	7%	26%
Project management	4	7%	27%
Community engagement	3	5%	20%
Member or customer services	3	5%	20%
Administration	3	5%	20%
Human resources	2	4%	13%
Finance	2	4%	13%
Events	2	4%	13%

Note – due to rounding may not equal 100%

21. Which of the following has your organisation implemented?

35 respondents, 143 responses

Answer	Count	Percent of responses	Percent of respondents
Family friendly policies and practices	31	22%	89%
Flexible practices	29	20%	83%
Flexible working hours	27	19%	77%
Mentoring or coaching schemes	24	17%	69%
Job redesign or rotation	13	9%	37%
Phased retirement for older workers	11	8%	31%
Other	4	3%	11%
Profit sharing or share ownership schemes	3	2%	9%
None of these	1	1%	3%

Note – due to rounding may not equal 100%

22. Have you intentionally reduced the size of your workforce in the past 12 months?

35 respondents

Answer	Count	Percent
No	22	63%
Yes	13	37%

23. How many staff did you reduce?

13 respondents answered the questions - with the total staff reduced being 156.
This is on average 12 per respondent.

24. If you reduced staff, what was the main reason for this?

13 respondents

Answer	Count	Percent
Financial or funding constraints	5	38%
To decrease costs or increase efficiency	3	23%
Other	2	15%
Organisation restructuring	2	15%
Reduced demand for the product or service	1	8%

25. How did you carry out this reduction?

13 respondents, 20 responses

Answer	Count	Percent of responses	Percent of respondents
Natural attrition	8	40%	62%
Other	4	20%	31%
Voluntary redundancies	3	15%	23%
Compulsory redundancies or retrenchments	2	10%	15%
Reduced hours of existing staff	2	10%	15%
Redeployment to another area within the organisation	1	5%	8%

26. What issues, if any, do you see your organisation facing as a result of the ageing workforce over the next 5 years?

21 respondents believed their organisation would face issues as a result of ageing. Most cited the loss of a wealth of corporate history and knowledge as a major issue with succession planning being inadequate. Other issues included high long service leave costs, OHS issues and an ageing workforce keeping up with skills, particularly related to technology.

"Ageing is not an issue, but women having babies is." (2 respondents)

27. In your view, what information do you need to plan for future workforce needs?

There were some very specific requirements, such as "determine the growth of the Adelaide Fringe and the impact this could possibly have on the workforce".

However common themes to emerge are:

- A clear long term framework of priorities from government to enable effective planning.
- Access to a database of current contacts - a network of skilled people (up to date database)
- Data and reports around demographics and trends in the arts (eg: around purchasing and attendance) that have a regional focus.
- Accurate skills and training audits information on available training programs and courses
- Understanding the changing IT environment and its impact on products and services.

28. Is the information (you need for workforce planning) available?

33 respondents

Answer	Count	Percent
Yes	17	52%
No	8	24%
Don't know	8	24%

29. Please suggest what kind of support could be provided by government and industry bodies to arts, cultural and creative organisations and businesses to plan and address future workforce and skills needs?

33 respondents

Generally responses were quite specific, for example:

- offshore sales assistance
- incentives for companies based here who are exporting
- support to align training we provide to units of competency.

However common themes included:

- Funded internships, traineeships and placement opportunities for professional development at all levels (20 respondents).
- Relevant local training
- Arts policy
- Provision of current and localised data and information around economic and demographic trends.
- Long term funding commitments to allow better planning.
- Better coordination between federal and state governments.
- Improving quality of training at all levels (i.e. Artists need to be trained with better business acumen, communication and organisation skills).

INDUSTRY TRENDS

30. Which of the following factors do you expect to be significantly different for the arts, cultural and creative industries in 3 years time?

35 respondents, 134 responses

Answer	Count	Percent of responses	Percent of respondents
Technology	29	22%	83%
Business climate	27	20%	77%
Markets	21	16%	60%
Funding sources	18	13%	51%
Compliance and regulation	10	7%	29%
Development process	7	5%	20%
Other	6	4%	17%
Governance	6	4%	17%
Types of organisation	5	4%	14%
Products	5	4%	14%

Note – due to rounding may not equal 100%

31. Which one of the following factors do you expect will have the most impact on your organisation?

35 respondents

Answer	Count	Percent
Business climate	12	34%
Funding sources	10	29%
Technology	7	20%
Markets	4	11%
Development process	1	3%
Other	1	3%

Note – due to rounding may not equal 100%

32. In what way do you expect to be affected by the factor most impacting your organisation? (as selected in the previous question)

35 respondents

Answer	Count	Percent
Positive	10	29%
Some negative, some positive	16	46%
Negative	9	26%

Note – due to rounding may not equal 100%

33. How will this factor have the greatest impact on your organisation?

Responses both in regard to the positive and negative impacts centred around the economic climate, access to funds and technology:

- increased pressure of unpredictable funding could impact ability to adapt services to changing needs
- negative business climate means reduced investment in programs, equipment and facilities
- Changes in technology mean staff need upskilling
- A recovering economy increases the capacity of the private sector to commit to corporate support

'Technology will bring possibilities we are not aware of yet'

34. What changes do you envisage to your organisation structure as a result (people, processes, infrastructure)?

31 respondents

The key change that could result is an unstable workforce, with multiple respondents suggesting these types of changes:

- Reduction in staff
- Outsourcing and offshore contracting
- Organisation restructure
- Different skill sets will be required for certain staff

'Processes are completely changing to bring together disjointed systems'

35. What are the other key external factors impacting on the industry?

35 respondents

Key external factors can be grouped into three main areas mentioned by multiple respondents:

- High AUD and economic climate - affects peoples discretionary spend and international competitiveness (14)
- State and federal government priorities, including budgets and policy (19)*
- Rapidly changing technology (7)

* The National Cultural Policy was specifically mentioned by 4 respondents

RECRUITMENT

36. What attracts people to the arts, cultural and creative industries?

35 respondents, 146 responses

Answer	Count	Percent of responses	Percent of respondents
Passion and urge to create	32	22%	91%
Value it, consider it important	28	19%	80%
Intellectual stimulation	25	17%	71%
Want to make a difference or make the world a better place	23	16%	66%
Social activities and networking	15	10%	43%
Fame and respect	12	8%	34%
Working hours	6	4%	17%
Other	5	3%	14%

Note – due to rounding may not equal 100%

37. What deters people from entering the arts, cultural and creative industries?

35 respondents, 102 responses

Answer	Count	Percent of responses	Percent of respondents
Unstable or low income	28	27%	80%
Lack of opportunity	27	26%	77%
Working hours	16	16%	46%
Competitive	11	11%	31%
Fear of failure	8	8%	23%
Low status	5	5%	14%
Other	5	5%	14%
Social activities and networking	2	2%	6%

Note – due to rounding may not equal 100%

38. Which of these sources do most of your staff come from?

35 respondents, 101 responses

Answer	Count	Percent of responses	Percent of respondents
Industry networks	23	23%	66%
Newspaper ads	18	18%	51%
Internet (besides artsHub)	15	15%	43%
Other	12	12%	34%
Recruitment agencies	9	9%	26%
Networks in your local area	7	7%	20%
artsHub	7	7%	20%
Directly from school, TAFE, higher education institution	7	7%	20%
Volunteer pools	3	3%	9%

Note – due to rounding may not equal 100%

39. Do you think these sources can supply enough staff to meet your organisation's future needs?

35 respondents

Answer	Count	Percent
Yes	24	69%
Don't know	6	17%
No	5	14%

40. What will be the main strategies you adopt to ensure that you have a sufficient supply of skilled labour to meet expected demand in three years time?

35 respondents, 133 responses

Answer	Count	Percent of responses	Percent of respondents
Upskill existing workers	29	22%	83%
Recruit and train new staff	22	17%	63%
Introduce new technology	17	13%	49%
Improve productivity	14	11%	40%
Increase use of contractors and consultants	13	10%	37%
Work closely with education and training providers to source workers	12	9%	34%
Job redesign or rotation	11	8%	31%
Increase use of seasonal or temporary workers	7	5%	20%
Other	6	5%	17%
Increase shifts or rosters	1	1%	3%
Rely on migration	1	1%	3%

Note – due to rounding may not equal 100%

41. Are you planning to hire additional staff (excluding replacements) over the next 3 years?

35 respondents

Answer	Count	Percent
Yes	15	43%
No	11	31%
Don't know	9	26%

42. How many additional staff do you think you will need 3 years from now?

15 Respondents indicated they would need a total of 346 additional staff over the next 3 years. This is on average 22 additional staff per respondent. High 250, Low 1

43. Which areas will these additional positions mainly be in?

15 respondents, 48 responses

Answer	Count	Percent of responses	Percent of respondents
Creative	11	23%	73%
Production or technical	6	13%	40%
Information and communication technology	5	10%	33%
Administration	4	8%	27%
Marketing and promotion	4	8%	27%
Project management	4	8%	27%
Finance	3	6%	20%
Management	3	6%	20%
Community engagement	3	6%	20%
Human resources	2	4%	13%
Events	2	4%	13%
Other	1	2%	7%

44. Have you had any difficulties finding suitable applicants for positions in your company or organisation?

35 respondents

Answer	Count	Percent
Yes	18	51%
No	17	49%

45. In what functional areas did you have difficulties in finding suitable applicants?

18 respondents, 40 responses

Answer	Count	Percent of responses	Percent of respondents
Creative	8	20%	44%
Production or technical	6	15%	33%
Project management	5	13%	28%
Other	5	13%	28%
Finance	4	10%	22%
Administration	3	8%	17%
Marketing and promotion	3	8%	17%
Information and communication technology	3	8%	17%
Management	2	5%	11%
Member or customer services	1	3%	6%

Note – due to rounding may not equal 100%

46. What were the main reasons applicants were not suitable?

17 respondents, 32 responses

Answer	Count	Percent of responses	Percent of respondents
Lack of relevant skills or experience	15	47%	88%
Other	7	22%	41%
Not suited to type of work	4	13%	24%
Poor attitude or presentation	3	9%	18%
Inadequate qualifications	2	6%	12%
Specific licensing or registration required	1	3%	6%

Note – due to rounding may not equal 100%

47. What are the main barriers in your organisation to hiring staff?

18 respondents, 36 responses

Answer	Count	Percent of responses	Percent of respondents
Cannot find staff with the appropriate skills, experience	12	33%	67%
Location remote, difficult to travel to or not perceived well	6	17%	33%
Wages or remuneration not competitive	4	11%	22%
Other	4	11%	22%
Insufficient local training positions	3	8%	17%
Poor attitudes of applicants	3	8%	17%
Cannot find staff with specific licences or registration	1	3%	6%
Terms and conditions of employment	1	3%	6%
School leavers lack of skills or experience	1	3%	6%
No barriers	1	3%	6%

Note – due to rounding may not equal 100%

48. To attract suitable applicants to fill positions, what have you recently had to offer as more favourable working conditions?

32 respondents, 74 responses

Answer	Count	Percent of responses	Percent of respondents
Flexible working hours	17	23%	53%
None of these	11	15%	34%
Relocation expenses	11	15%	34%
Assistance with travel expenses	9	12%	28%
Car parking	8	11%	25%
Higher pay	8	11%	25%
Other	5	7%	16%
Housing	4	5%	13%
Child care	1	1%	3%

Note – due to rounding may not equal 100%

49. For which of the following groups have you considered strategies for attracting employees to your organisation?

32 respondents, 47 responses

Answer	Count	Percent of responses	Percent of respondents
None of these	13	28%	41%
Young people	10	21%	31%
Indigenous workers	9	19%	28%
Women returning to the workforce	7	15%	22%
Workers with disabilities	4	9%	13%
Older workers	2	4%	6%
Other	2	4%	6%

Note – due to rounding may not equal 100%

50. Please describe the types of strategies you have considered to attract these groups as employees to your organisation? (refer to above question)

32 respondents

Organisations employed a range of strategies including:

- applying for specific grants through ATSI
- offering flexible hours for women returning to the workforce
- working closely with aboriginal agencies
- conduct disability awareness training and have an inclusive ethos
- Actively seeking funding sources to support positions
- Developing traineeships for young people
- Recruiting staff via DOME for older workers
- Using personal networks and referrals
- Advertising through indigenous community networks
- offering mentoring for young people

'We actively seek women returning to the workforce by asking in job ads if they are, and also ask if the reader is looking for work during school hours.'

STAFF TURNOVER and RETENTION

51. How many, if any, of your employees have left in the last twelve months?

31 respondents, 48 responses

Answer	Count	Percent	Average per respondent
Staff 'let go'	196	70%	6
Staff resigned	67	24%	2
Staff retired	20	7%	0.6
Total	283		

52. Have staff left your organisation in the past 12 months for any of the following reasons?

33 respondents, 60 responses

Answer	Count	Percent of responses	Percent of respondents
Other	15	25%	45%
Lifestyle change	10	17%	30%
Limited career path	9	15%	27%
Fixed term contract expired	6	10%	18%
Retired	4	7%	12%
Wages not high enough	3	5%	9%
Not enough working hours available	3	5%	9%
Interpersonal conflict	3	5%	9%
Loss of funding	3	5%	9%
Working hours not suited to employee	2	3%	6%
No staff left	2	3%	6%

Note – due to rounding may not equal 100%

53. Do you conduct exit interviews with staff that leave your organisation?

35 respondents

Answer	Count	Percent
Yes	29	83%
No	6	17%

54. Do you intend to replace workers who leave in the next 12 months?

35 respondents

Answer	Count	Percent
Yes - all	19	54%
Yes - some	10	29%
Don't know	6	17%
No	0	0%

55. When will employee retirements hit the hardest?

34 respondents

Answer	Count	Percent
Within 12 months	1	3%
In 1-2 years	3	9%
In 2-5 years	8	24%
More than 5 years	22	65%

Note – due to rounding may not equal 100%

APPRENTICESHIPS and TRAINEESHIPS

56. In the last 5 years, have you employed or attempted to employ apprentices or trainees under a formal contract of training to fill job openings (directly or through Group Training Companies)?

35 respondents

Answer	Count	Percent
No	18	51%
Yes	14	40%
Attempted - but unsuccessful	2	6%
Not applicable	1	3%

57. If your organisation is not able to offer training contracts, what are the reasons?

23 respondents, 39 responses

Answer	Count	Percent of responses	Percent of respondents
Too costly (e.g. wages and workers compensation insurance, superannuation)	11	28%	48%
Non-productive time of apprentice and supervisor when training	9	23%	39%
Only recruit fully skilled staff	6	15%	26%
Don't know enough about apprenticeships or traineeships	5	13%	22%
Other	5	13%	22%
No-one to supervise apprentices or trainees	2	5%	9%
Lack of accessible formal training	1	3%	4%

Note – due to rounding may not equal 100%

TRAINING and SKILLS DEVELOPMENT

58. Do you know what types of qualifications are available under the Vocational and Education Training system (VET)?

35 respondents

Answer	Count	Percent
No	19	54%
Yes	14	40%
Don't know	2	6%

59. Have you accessed any funding opportunities under the VET system?

34 respondents

Answer	Count	Percent
No	24	71%
Yes	8	24%
Attempted - but unsuccessful	1	3%
Not applicable	1	3%

Note – due to rounding may not equal 100%

60. Do you understand what funding opportunities are available to train your employees under the State Government's new Skills in the Workplace initiative?

33 respondents

Answer	Count	Percent
No	20	61%
Yes	13	39%

61. If you currently have skills gaps in your organisation, please specify which skills are lacking.

31 respondents, 117 responses

Answer	Count	Percent of responses	Percent of respondents
Digital Literacy	31	26%	100%
Technical industry skills	22	19%	71%
Marketing & Development	16	14%	52%
Business Skills	13	11%	42%
Leadership & Teamwork	12	10%	39%
Self-Management	11	9%	35%
General Skills	7	6%	23%
Finance & Taxation	5	4%	16%

Note – due to rounding may not equal 100%

62. If you are predicting any skills gaps in your organisation in the next 2 to 5 years, please specify which skills.

19 respondents, 50 responses

Answer	Count	Percent of responses	Percent of respondents
Technical industry skills	13	26%	68%
Digital Literacy	11	22%	58%
Business Skills	9	18%	47%
Marketing & Development	6	12%	32%
Leadership & Teamwork	4	8%	21%
Self-Management	3	6%	16%
General Skills	2	4%	11%
Finance & Taxation	1	2%	5%

Note – due to rounding may not equal 100%

63. If there are any skills you currently need in your organisation that you won't need in the next 2 to 5 years, please specify which skills.

Only six organisations indicated skills that wouldn't be needed in the next 2–5 years, namely:

- paper management systems
- Print design
- digital advances reduce the staffing need for finished artists (but increase the need for digital experts)
- Account managers - some could retrain as project managers
- Film projection skills
- If the organisation adapts an integrated software system, they MAY not need experience in other office practices.

64. What is your average annual expenditure on professional development and skills development?

30 respondents with a total of \$1,173,650 annual expenditure.

High was \$150,000 (2 respondents)

Low was \$3000

Average expenditure is \$39,122

65. How do you train your staff?

35 respondents, 246 responses

Answer	Count	Percent of responses	Percent of respondents
Conferences, seminars, or forums	28	11%	80%
Mentoring, coaching, job shadowing	27	11%	77%
Learning on the job	27	11%	77%
Formal training program or accredited courses	26	11%	74%
Short courses, workshops, summer schools	25	10%	71%
In-house training courses	25	10%	71%
Self-directed or self-taught	21	9%	60%
On-line training	20	8%	57%
Structured individual performance development plans for all employees	18	7%	51%
Traineeship, internship or post graduate program	16	7%	46%
Other	8	3%	23%
Job rotation	5	2%	14%

Note – due to rounding may not equal 100%

66. What are the barriers to increasing the knowledge and skills of your staff?

35 respondents, 76 responses

Answer	Count	Percent of responses	Percent of respondents
Access to funding for training	15	20%	43%
We don't have the resources to send staff away during business hours	12	16%	34%
We can't find training with the right content	10	13%	29%
Access to new technologies	7	9%	20%
Reluctant to upskill	7	9%	20%
Ageing workforce	6	8%	17%
We don't know where to get the training I need for our staff	6	8%	17%
No barriers	4	5%	11%
We train them and they leave	4	5%	11%
Other	4	5%	31%
We don't see the value of training	1	1%	3%

Note – due to rounding may not equal 100%

67. If there was funding available to help retrain and upskill your staff, what type of training would be your priority?

31 respondents, 120 responses

Answer	Count	Percent of responses	Percent of respondents
General Skills	25	21%	81%
Business Skills	21	18%	68%
Digital Literacy	20	17%	65%
Leadership & Teamwork	16	13%	52%
Technical industry skills	13	11%	42%
Self-Management	12	10%	39%
Marketing & Development	6	5%	19%
Finance & Taxation	5	4%	16%
Other	2	2%	6%

Note – due to rounding may not equal 100%

68. Are there clearly defined career paths in your organisation?

33 respondents

Answer	Count	Percent
No	19	58%
Yes	14	42%

69. Please identify any crucial skills the independent creatives and freelancers you engage with, need to improve?

26 respondents, 99 responses

Answer	Count	Percent of responses	Percent of respondents
General Skills	28	28%	108%
Business Skills	19	19%	73%
Self-Management	18	18%	69%
Technical industry skills	13	13%	50%
Finance & Taxation	8	8%	31%
Leadership & Teamwork	5	5%	19%
Digital Literacy	4	4%	15%
Marketing & Development	4	4%	15%

Note – due to rounding may not equal 100%

DIGITAL LITERACY

70. Please rate the level of digital literacy and the training priorities of your organisation in the following areas.

	Rating				Training priority	
	Low	Adequate	High	NA	No	Yes
Ability to operate information and personal computer technologies	1 3%	6 17%	28 80%	0 0%	26 76%	8 24%
Ability to use basic software applications. (e.g. word processing, spread sheet, presentation, operating system)	4 11%	12 34%	19 54%	0 0%	20 61%	13 39%
Ability to use specialist technical software (e.g. accounting, project management, database, 3d modeling, scheduling, editing, sound production, animation)	4 11%	16 46%	13 37%	2 6%	15 45%	18 55%
Ability to use internet and online technologies to share content and network	6 17%	8 23%	21 60%	0 0%	17 52%	16 48%
Understanding of digital formats and optimal use	9 26%	8 23%	18 51%	0 0%	12 39%	19 61%
Social networking skills for marketing and business	6 17%	14 40%	15 43%	0 0%	15 44%	19 56%
Ability to produce basic digital media and web content	9 26%	10 29%	16 46%	0 0%	13 39%	20 61%
Advanced programming and digital content creation	7 20%	9 26%	9 26%	10 29%	17 63%	10 37%
Information Technology leadership skills	7 20%	16 46%	5 14%	7 20%	15 48%	16 52%
Strategic on line marketing and development	9 26%	15 43%	11 31%	0 0%	15 45%	18 55%
Set up and manage out sourced Information Communication and Technology services	4 12%	8 24%	7 21%	15 44%	14 70%	6 30%
Digital archiving	12 34%	15 43%	4 11%	4 11%	10 34%	19 66%
Digital distribution for multiple devices	5 15%	13 38%	5 15%	11 32%	14 52%	13 48%
Skills to build or present on line collaboration and inter disciplinary practice	9 26%	13 37%	6 17%	7 20%	12 40%	18 60%
Skills to develop or present digital arts content in the public realm	10 29%	10 29%	5 14%	10 29%	10 38%	16 62%
Basic documentation: moving image, audio, photography	7 21%	11 32%	13 38%	3 9%	14 47%	16 53%
Mobile journalism	6 17%	9 26%	3 9%	17 49%	14 67%	7 33%
Write and develop an app	11 31%	3 9%	4 11%	17 49%	13 62%	8 38%
3D Printing	11 32%	2 6%	0 0%	21 62%	11 65%	6 35%

71. Which specific roles in your organisation would you would consider to be a priority for training in digital literacy?

34 respondents, 160 responses

Answer	Count	Percent of responses	Percent of respondents
Creative	20	13%	59%
Marketing and promotion	20	13%	59%
Administration	18	11%	53%
Production or technical	17	11%	50%
Information technology	16	10%	47%
Project management	15	9%	44%
Community engagement	14	9%	41%
Management	11	7%	32%
Member or customer services	8	5%	24%
Finance	7	4%	21%
Events	7	4%	21%
Other	4	3%	12%
Human resources	3	2%	9%

Note – due to rounding may not equal 100%

WORKPLACE ENTITLEMENTS and CONDITIONS

72. During the last year, which of the following has been used by or offered to the majority of your non managerial staff?

35 respondents, 193 responses

Answer	Count	Percent of responses	Percent of respondents
Time off in lieu of extra hours worked	32	17%	91%
Flexible working hours and practices	29	15%	83%
Family friendly policies and practices	26	13%	74%
Education and training, new technology	25	13%	71%
Salary sacrifice or packaging	17	9%	49%
Remuneration packages and employee entitlements	15	8%	43%
Recognition or reward programs	13	7%	37%
Mentoring or coaching schemes	10	5%	29%
Job redesign or rotation bonus	9	5%	26%
Bonus, profit sharing or share ownership schemes	8	4%	23%
Phased retirement for older workers	5	3%	14%
Annualised salary (paid over 12 months, but work less than 12) months)	4	2%	11%

Note – due to rounding may not equal 100%

73. How would you rate employee morale overall?

34 respondents

Answer	Count	Percent
Very low	0	0%
Low	1	3%
Neither low nor high	10	29%
High	20	59%
Very high	3	9%

74. Why do you think employee morale is at its current level?

34 respondents

Most respondents who indicated morale was positive cited multiple reasons essentially covering similar factors: stimulating environment, flexible work practices, good team environment and recognition of employees and their work.

Most respondents who indicated morale was negative cited concerns about job security related to funding changes and inability or lack of desire to cope with change.

'Morale is high because we have worked hard to develop a healthy, friendly, dynamic work environment and culture. Individuals are given opportunities. We have developed an engaged, enthusiastic workforce, with good work conditions.'

75. How well do you think employees understand and utilise the benefits and conditions you offer?

34 respondents

Answer	Count	Percent
Very well	17	50%
Pretty well	13	38%
Not very well	2	6%
Not at all	2	6%

76. Why do you think employees join, stay, or leave your organisation?

Employees predominantly join due to the organisation's reputation and a passion for the type of work or sector.

Employees stay due to dynamic and engaging workplaces with good working conditions and opportunities.

'its a leading company, great career opportunity, high level of job satisfaction, flexible workplace, rewarding salary'

Employees leave predominantly to pursue career goals. Other factors included financial (pay rates, project based funding, job security) and lifestyle. Four respondents indicated employees left because they retire.

**CREAT!VE
FUTURES
APPENDIX B
SURVEY ANALYSIS**

SOUTH AUSTRAL!A