

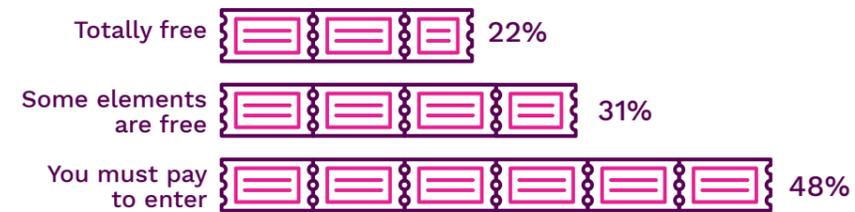
Offer and business structure

Offer

Organisations tend to have a varied and rich offer

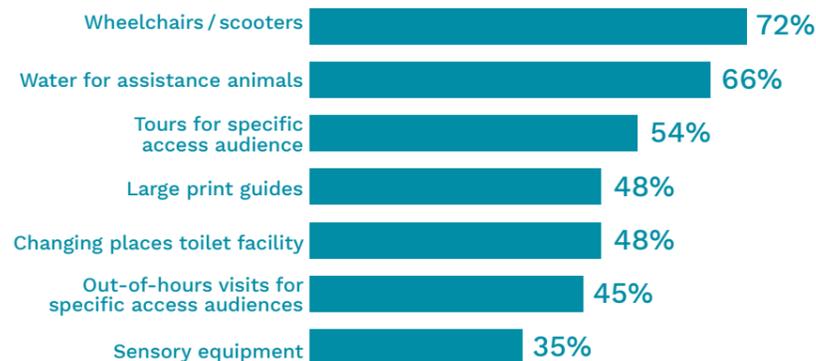


Most organisations charge for all or part of their offer



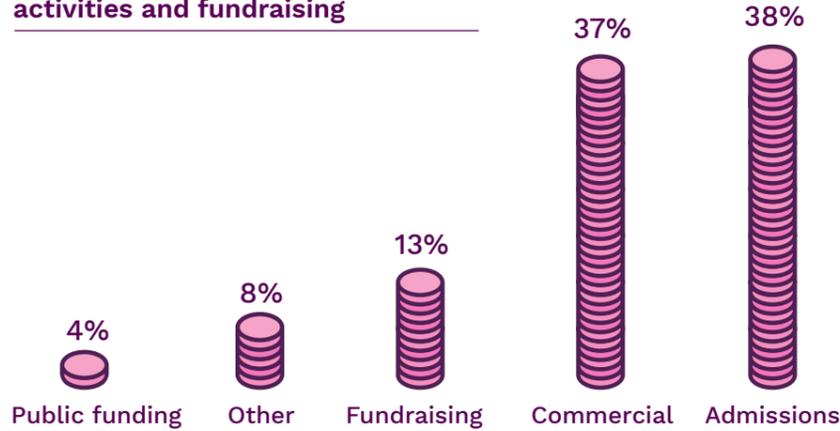
On average, organisations sell 30% of their tickets online

Organisations are working towards making their building accessible to everyone – but not all provisions are widely adopted



Finances

Typically, organisations' key income streams are admissions, commercial activities and fundraising



76% of the organisations interviewed are using tap-to-donate and/or donation boxes

- Unsurprisingly, not-for-profit and free-entry organisations are more likely to use these systems
- Donation boxes are used twice the number of tap-to-donate points
- Tap-to-donate is still a relatively new solution
- Indicatively, organisations suggest a donation of £5

79% of the organisations interviewed offer an annual pass, membership and/or friendship scheme. Most of these schemes are overseen in house (83%)

Monitoring & management

There is huge variety in how organisations count their visitors:

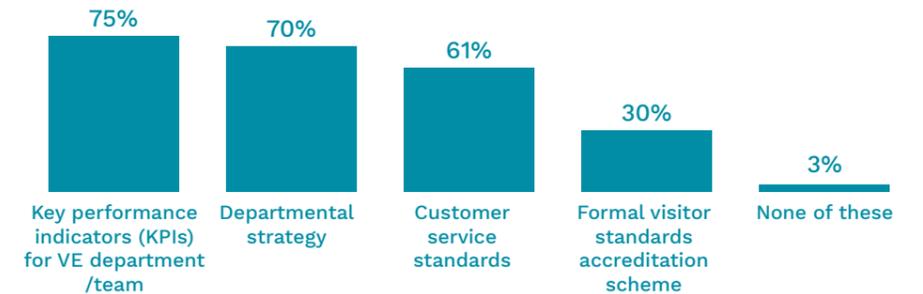
- Everybody considers the number of people visiting the main building, and the number of ticket holders (if issuing them)
- Some organisations also consider
 - School visitors (86% of respondents)
 - Public programme attendees (75% of those with a public programme)
 - Outreach events attendees (61% of those with outreach events)
 - People visiting the wider site (55% of those that have another site other than a primary one)
 - Visitors hiring the space (51% of those doing private hires)

Monitoring & management

Exit interviews and feedback cards are the most used methods for collecting visitor feedback

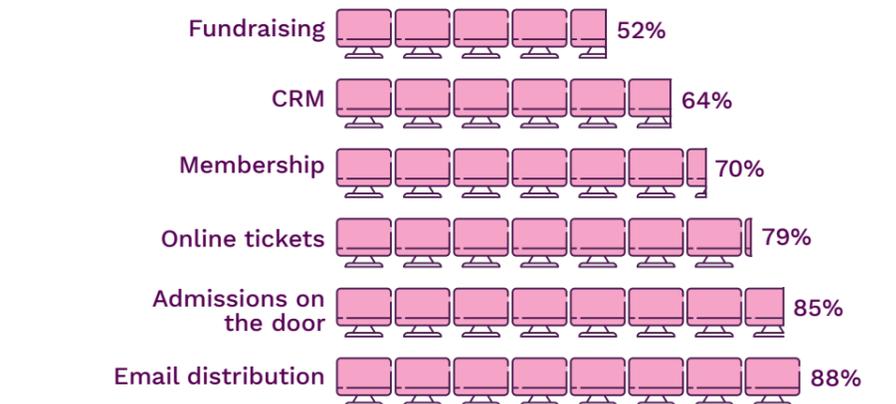


Organisations monitor their performance predominantly via KPIs and strategy documents



Organisations are using software to manage their activities, however using software to manage CRM and fundraising are the least used

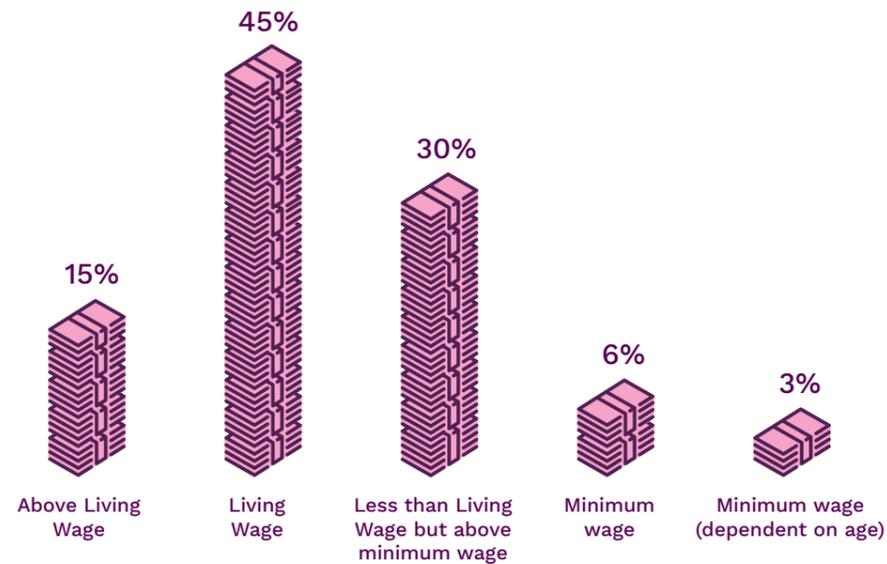
Organisations are using systems to manage...



Visitor experience staff

Wages

Only a small number of organisations pay **entry-level Visitor Experience staff** above the Living Wage



What is your frontline Visitor Experience staff responsible for?

Most do this

Customer service; Visitor engagement; Emergency evacuation; Admissions; Selling tickets; Proactive visitor engagement in public spaces

Many do this

First aid; Space/flow management; Info desk; Safety checks and security; Out of hours events; Cloakroom; Tours; Asking for donations; Answering phone calls; Retail (shop)

Some do this

Light cleaning duties; Overseeing the car park offer; Leading or assisting with learning sessions; Volunteer management; Responding to visitor feedback online; Bag checks

Professional development

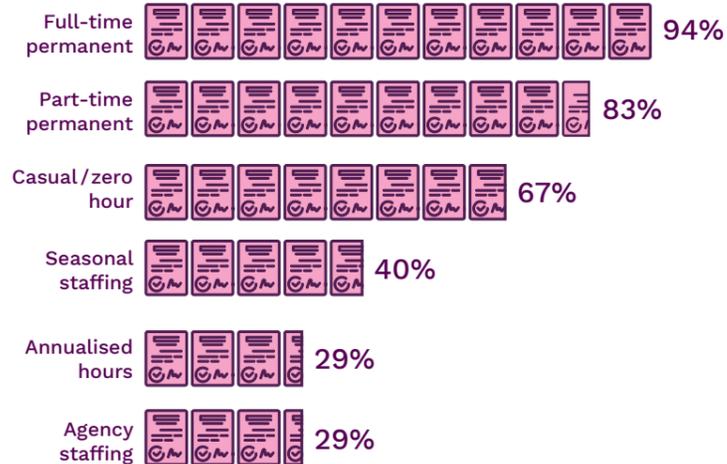
68% of respondents attended some form of CPD in the past 12 months.

Senior Visitor Experience staff in organisations we surveyed, generally perceived their professional prospects positively. Many saw potential to develop within their role, but not necessarily career progression in a sector that is recognised as very competitive.

On average, organisations allocate 5.4% of their overall departmental budget for the training of front line Visitor Experience staff. Percentages vary between 0% and 15%. This includes Visitor Services Assistants, Gallery Assistants, or Hosts and their direct managers.

Contracts and volunteers

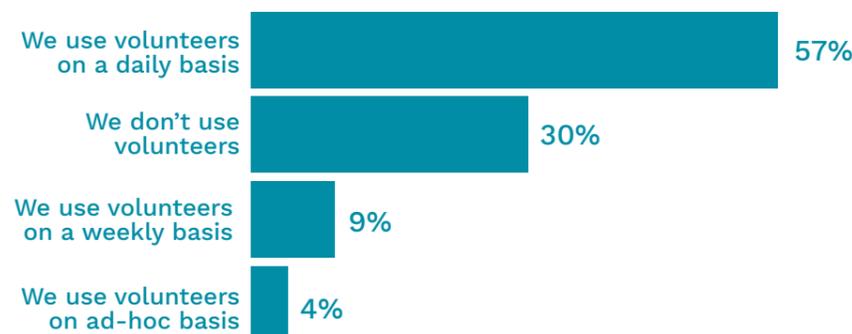
Among contracts used, most organisations employ staff on a full-time or part-time permanent basis. Casual and zero hour contracts are also used heavily



Cleaning and catering are the most common activities outsourced by organisations

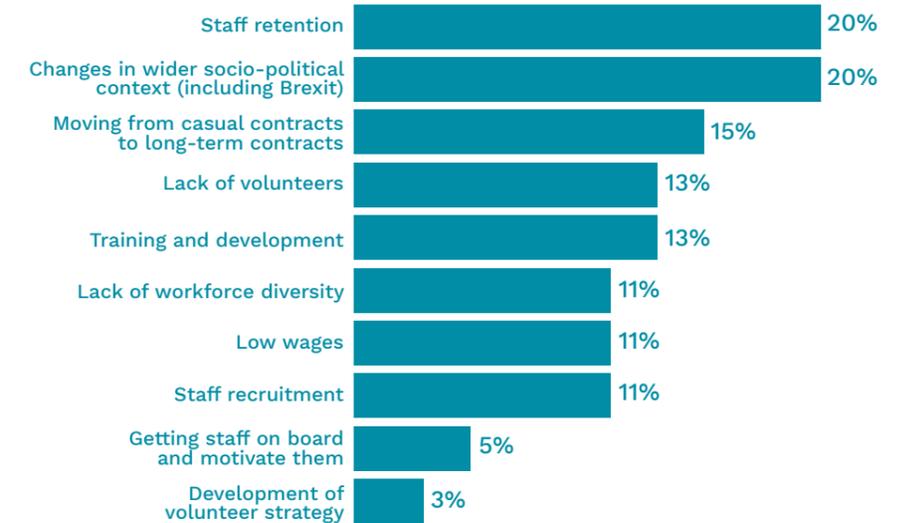


More than half of organisations work with volunteers on a daily basis



HR challenges

Organisations feel that **staff retention and changes in the wider social-political landscape (incl. Brexit)** are the biggest challenges they are facing around recruitment, volunteer work, retention, and staff development



Challenges

Organisations anticipated a broad range of challenges for their department in the coming 12 months



Sample: 141 organisations surveyed in March 2019 by BOP Consulting on behalf of VE:Forum. The research team would like to thank all individuals and organisations that have contributed to the project.