User guide

Arts-activity-report website

How to fill out an arts activity report

Before you fill out the Arts Council's arts activity website, we advise you to **read this user guide carefully**.

Terms used within the portal are explained in the glossary at the end of this guide.

IMPORTANT: save your work regularly while using the website to prevent losing data.

Contents

1. Introduction

The Arts Council's Arts Activity Report (AAR) website is part of a project to gather data on the outcomes of our investments. This follows our commitment as part of the *Developing Capacity* goal within our ten-year strategy to more clearly demonstrate the outputs and outcomes of our investments, and to inform our advice and advocacy.

We are doing this for a number of reasons:

- To gather data about the outputs of our investments in a consistent manner and in a usable format

- To understand better the impact of our investments in aggregate

- To help funded arts organisations to better understand the context in which they make work

- To make a more detailed and better case about the outcomes of our work as the national development agency for the arts

- To assist us in the development of policy on a national basis

- As a means of tracking the performance of funded organisations against their own targets, and to assist them in identifying areas for improvement

In simple terms, what we want to be able to understand very clearly from this process is **how many people are benefiting from work supported by the Arts Council**, whether they are:

- Artists who are funded to make work and to develop their practice

- Artists who are employed, contracted or commissioned as part of the creation, production, presentation and/or delivery of arts activities or artworks

- Other professionals who are employed in the delivery of arts activities

- Volunteers assisting in the delivery of arts programmes

- Members of the general public engaging with the work as readers, listeners, visitors, audience members, attenders or as participants in arts activities

- Targeted groups engaging with, or participating in, arts activities in particular settings

In addition we want to get better at understanding the direct costs of creating and making artistic work, as well as the levels of other income generated through Arts Council funded activity.

The arts activity-report data will be asked for at three stages throughout the application and funding cycle:

1. At the application stage – this is known as the ***forecast*** arts activity report (currently, this data is entered by means of the AAR template)

2. At the revised-plan stage. You will complete this if your application for funding is successful in order to confirm the activities that you plan to undertake using the funding you have been granted. This is known as the ***budget*** arts activity report.

3. At the final-payment stage. This will allow you to report on what actually happened with regard to the funding offered. This is known as the ***actual*** arts activity report.

The process for entering data is slightly different according to the stage of the application and funding cycle at which you are entering data. This guide provides advice

on how to complete the second and third stages: the **budget** arts activity report and the ***actual*** arts activity report.

Budget arts activity report: you will be asked to provide information on your core income and expenditure and to provide data on your planned activities for the year.

Once the budget activity report has been completed by you and approved by the Arts Council, your next step will be to upload the report as a PDF to the Arts Council Online Services website as part of the payment process.

Actual arts activity report: you will be asked to provide information on your core income and expenditure and to provide data on the activities that took place in the previous year.

2. Some key points to remember

Not every part of the website will relate to everything that you do. You do not have to answer or enter data for every single line. But we do ask you to try where you can. Every activity that you undertake/undertook should have an engagement number, even if there is only one. (For example, 'We commissioned a composer to write a new score.' Engagement number: 1).

Not all phrases or terminology will be the same as the terms that you may use. In terms of financial information, where we could we have used terminology that regularly appears in audited accounts that we receive every year. We ask that you do your best to fit your own figures into these fields, even if they do not exactly match the way you budget or account for spending.

The website is designed to cover the entire range of artforms and arts-practice areas that the Arts Council supports. Therefore, some language may not feel entirely appropriate to the area you work in, but we have endeavoured to explain what terms mean so that they cover as many possibilities as they can.

Certain terms, such as 'engagement', have specific meanings in the context of this data-collection process. Do not assume that you understand what a word or heading means, but check it in the glossary at the end of this document.

The process is about getting accurate and usable data on the number of people benefiting from Arts Council investment. It is a tool for analysis and for reporting on arts activities supported by the Arts Council. It is therefore important that you are as accurate as possible with your figures.

This is the first time that the Arts Council has attempted to gather data in this systematic way. It is an ongoing process that we plan to improve over the coming years. We are new at this, and we are aware that it may cause frustration in some cases. If you have any difficulties, please get in touch with your main point of contact in the Arts Council, and we will do our very best to help.

3. Logging in

1. Open a web browser and enter the following address: https://aar.artscouncil.ie
2. Enter the ARN login details for your organisation.
3. The password is the same as for the Online Services website where you submit applications and request payments. Enter your Online Services password.
4. Click the 'Login' button.
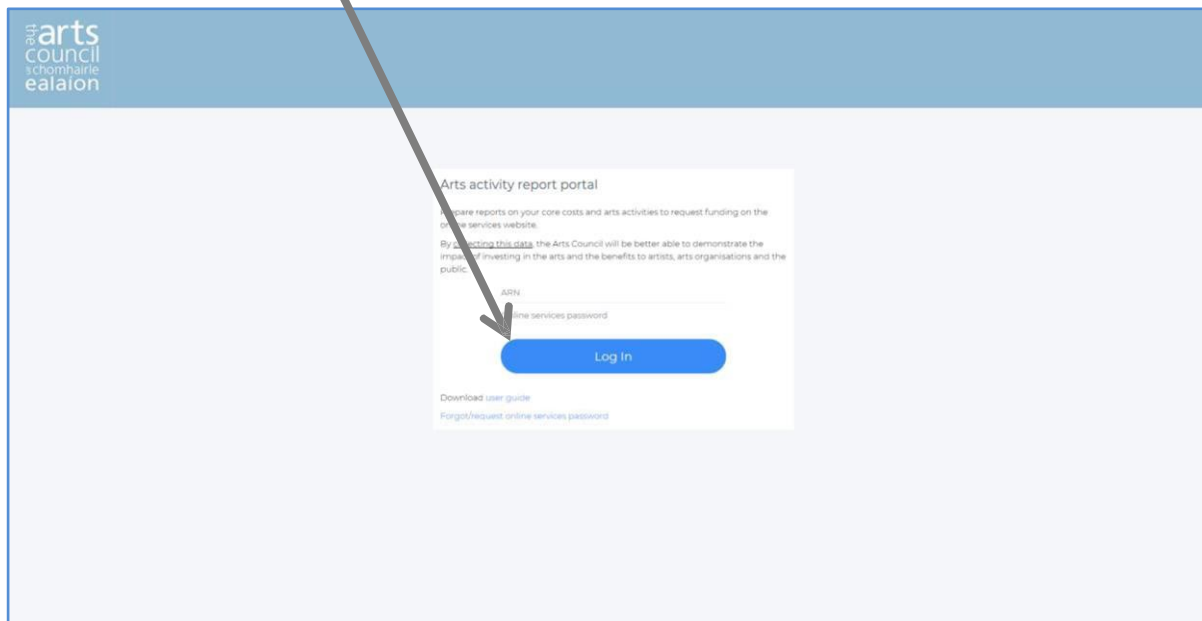
If you have forgotten your password, you can request a new password by clicking on the Forgot/Request online services password link.

4. Logging out

To log out of the site click the '<u>Logout</u>' option at the bottom of the navigation menu on the left-hand side of the screen.

NOTE: be sure to save any data you have inputted before logging out. It will be there the next time you log in.
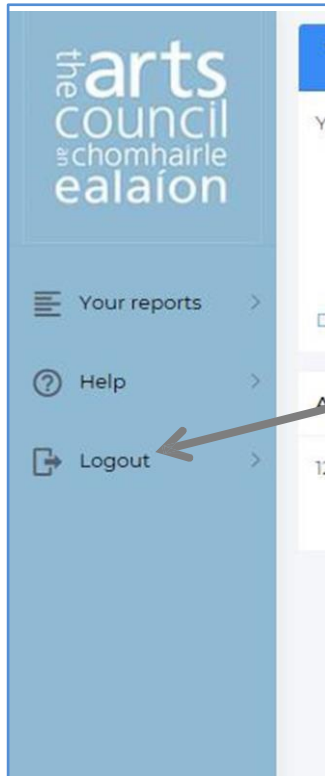
5. Select application that you want to enter data against

Once you have logged in, you will see the reports selection page of the site, called 'Your reports'.

This page lists all of the applications for your organisation. (For now, as the website is new, there will only be one or very few applications. Over time, you will see historic funding applications.)

Click on the application[1] into which you want to enter data.

In order to enter 'Budget' information, you should select and application with the Activity report type 'Budget'.

In order to enter 'Actual' information, you should select an application with the Activity report type 'Actual'.

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[1] **NOTE:** although you are being asked to enter data against an application that has been successful and against which you have been awarded funding, for ease of reference we are still using the application ID number.

6. Dashboard

You will be brought to the 'Financial summary' dashboard for the application you have selected.

The dashboard shows the overall calculations for the report related to the application at the current stage in the AAR process. All of the figures on this page are calculated automatically. You **cannot** edit, click on or select any of the figures displayed within the dashboard.

When you first log in, all of the amounts will be defaulted to zero (except for the Arts Council funding amount). This is because you have not entered any figures yet. Once you begin to enter figures and save them, the dashboard will update. As long as you remember to save as you go along, figures you enter will remain visible in the dashboard even if you log out and log in again at a later point.

If you are entering actual (A-AAR) data, any figures that you previously entered as part of the budget (B-AAR) process will be displayed.

The amount of funding you have been offered will be displayed in the bottom centre cell, under 'Arts Council funding amount'.

The figure to the bottom left of the dashboard is the 'Required amount'. This is simply a calculation based on your total costs minus your total income.

The figure in the bottom-right cell is the 'Surplus/deficit', which is the difference between the required amount and the offered amount.

Once you have entered all of your core costs and activity costs, along with any income you plan to generate/earned, the 'Required amount' should be more or less equal to the 'Arts Council funding amount' shown. If it is not the figure to the bottom right of the dashboard will show either a surplus or a deficit. In the event that the surplus or deficit being shown is greater than 5% of your turnover, you must provide a reason for this in the text box below the 'Surplus/deficit' figure.

Remember: you **cannot** edit the figures on this page – they will only update as you enter data into the core-costs and activity-costs sections of the website.

7. Core expenditure

This is where you enter details of your core expenditure, should you have any. These are all costs directly associated with the day-to-day running of an organisation. If you do not have any core costs, you can leave this section blank, and move on to **Section 7: Activities**.

The core costs for the application are displayed on this page in three different sections:

> Section A: Core and administrative expenditure
>
> Section B: Income not directly related to activity (INDRA)
>
> Section C: Number of whole-time-equivalent staff

Information on how to complete these sections is offered below.

To begin entering core data, click on the 'Add or edit core costs' button just below the financial-summary information.

Section A: Core and administrative expenditure

Core expenditure – also known as overheads, operating or fixed costs – are any day-to-day costs associated with running your core business. These are costs such as staff costs, rent, mortgage, utilities or day-to-day administration costs that have to be met irrespective of whatever specific arts activities are happening at any given time.

You should use the budget-line items in the fields provided to list your core expenditure. It may be that the name in every budget line will not match exactly the terminology that you use, but we ask that you do your best to match your own budget items to the items as given in the portal.

Remember; at the point of entering *budget* date, you are estimating for the year ahead. At the point of entering *actual* data, you are reporting on what actually occurred in the previous year. Therefore, the amounts you enter should tally as closely as possible to your own financial reports.

Section B: Income not directly related to activity (INDRA)

This is any income that comes into your organisation that is not directly attributable to specific artistic activities. This may be local-authority grant funding, sponsorship or fundraising that you are not attributing to a particular activity but which you are setting against your overall costs.

Any income that is not directly attributable to specific artistic activities should go here.

Section C: Number of whole-time-equivalent staff (WTE)

Whole-time equivalent (also known as full-time equivalent) is a unit that indicates the status of an employed person in a way that makes workloads comparable across various contexts.

A WTE figure of 1.0 will correspond to an employee who works full-time. An employee working half-time, therefore, would be 0.5, while an employee working, for example, four full days per week would be 0.8.

Using the examples above, one full-time, one working four days per week, and one half-time employee would give an overall WTE figure of 2.3.

These figures should be broken down between artistic personnel and non-artistic personnel. If an employee's role involves both artistic and non-artistic tasks, you can break down their role in proportion to how much time they spend on each. For example, a full-time artistic director's role might be 0.8 artistic and 0.2 non-artistic. Again, using the example above, this would give a total artist WTE of 0.8, and a total non-artist WTE of 1.5.

You should give as close an approximation and breakdown of the information as you can. The purpose is to give the Arts Council an aggregated overview of the number of people employed on an ongoing basis through Arts Council-funded organisations.

Once you have inserted your entire core costs, incomes not directly related to activity, and WTE numbers, you can click 'Save' at the bottom-right corner of the screen. You can then click on 'Back to dashboard' at the top of the screen to bring you back to the financial summary page. You should notice that core costs have now updated in the financial summary.

NOTE: it is **very important** to click the 'Save' button before moving on, otherwise anything you have inputted will be lost.

8. Activities

Once you have completed the core-expenditure section (or in the event that you don't have any), you can move on to providing details about your proposed activities. The information asked for is in four parts:

- Activity description
- Activity data
- Activity costs
- Activity income

Click on the 'Add or edit activity costs' button to enter the activities section.

NOTE: the portal allows for a maximum of **twenty** activities in total. If your organisation is proposing a larger number of separate activities, you should bring them together and group them, either by artform, by audience target or by season.

For example, as an arts centre, you might present your activities as:

- Theatre programme
- Dance programme
- Music programme
- Visual-arts programme
- Programme for children & young people

8.1 Activity description

The activity description is general information about the activity. Here we ask you to tell us:

a. The name of the activity (this should match the name you gave the activity when applying for funding)
b. The artform of the activity (you do this by choosing from a drop-down list)
c. The type of activity (you do this by choosing from a drop-down list)
d. The target audience or group for the activity (you do this by choosing from a drop-down list)

8.2 Activity data

This is mainly numeric information, as follows:

a. The audience or engagement number, whether they are paying or not paying to engage with the activity (see **Section 7.5** below on setting target numbers)
b. The number of artists employed, contracted or commissioned to undertake the activity
c. The number of other professionals employed to undertake the activity
d. The number of performances, events or objects (e.g. books) generated by the activity

NOTE: the numbers employed within activities are *not* provided on a WTE basis. Each person employed or contracted should be listed simply as **one** person employed. The word 'employed' is used to signify any artist who is contracted, whether they are paid by means of a fee, commission or through your organisation's payroll system.

In addition, you will be asked to certify whether or not your organisation has a box-office or other system that can verify the audience figures provided.

8.3 Activity costs

Here we ask for a breakdown of the costs associated with the activity. These are:

   a.   Fees or wages to artists
   b.   Fees or wages to non-artists
   c.   Production, making, publishing, exhibition, logistical costs
   d.   Marketing/PR costs
   e.   Administration costs directly related to the activity
   f.   Any other costs (which you will be asked to name)

8.4 Activity income

Here we ask you to provide a breakdown of any income you anticipate generating, or that you generated, as a result of the activity, as follows:

   a.   Earned income through tickets sales, admissions, book sales, or other art sales
   b.   Guarantees from presenting partners (such as a venue)
   c.   Income from sponsorship
   d.   Income from fundraising or development
   e.   Income from philanthropic donations
   f.   Local-authority funding that you are investing directly to the activity

g. Other grant funding that you are investing, excluding funding from the Arts Council
h. Other grant income, including funding from the Arts Council*
i. Other income (which you will be asked to name)

* This is any Arts Council income you may have from other programmes offered by the Arts Council.

Once again it is **very important** to click the 'Save' button before moving on, otherwise anything you have inputted will be lost.

If you want to cancel entering activity data, you can do that at the bottom of the screen, or alternatively delete an activity if you want to remove it.

For each individual activity that you plan to undertake – **up to a maximum of twenty** – you can repeat the process outlined in this section.

Once you are happy that you have entered data against all of your activities, and saved them, you can click back into the summary page, by clicking 'Dashboard' in the left-hand navigation menu.

8.5 A note on setting engagement target numbers

Paid engagements

The Arts Council is interested in collecting audience and engagement data where there is a **direct** engagement with an arts activity, event or object. You should **not** include secondary engagements, such as the broadcast of a book or poem on radio, or a publication in a newspaper, or a broadcast of an event *after* it has occurred where the broadcast is not the primary form of dissemination for that event.

You should be confident in setting your paid-engagement target numbers for the year ahead that you can stand over the figures you provide.

Where you are providing actual engagement figures for the previous year, you should be in a position to verify these where possible by means of a box-office system or sales report, where appropriate.

Free engagements

If your activity is free and does not involve a ticketing system, you should base your engagement targets on a verifiable method for collecting this type of data.

If you need guidance on how to calculate exhibition attendance, we recommend this report:

http://artsaudiences.com/wp-content/uploads/2013/11/Here-and-Now-Sketches-of-my-audience-2013-Public-Dissemination.pdf

Some examples of acceptable methods for outdoor/spectacle events are set out in the Irish Street Arts, Circus and Spectacle guide:

http://www.isacs.ie/images/documents/ISACS-street-arts-handbook.pdf

In all cases, when projecting engagement numbers for the period ahead, we expect you to be both realistic (basing your projections on previous experience and/or other knowledge) and ambitious (looking to either increase your engagements or deepen the engagements you may have).

When reporting on your actual numbers for the previous year, it is important that you can stand over the figures that you provide by means of a verifiable method of collecting this data.

The Arts Council has produced a guide for setting an audience target, which you can find at this link:

http://www.artscouncil.ie/uploadedFiles/wwwartscouncilie/Content/Arts_in_Ireland/Strategic_Development/How-to-set-audience-target.pdf

Online engagements

Where you or your organisation provides artistic experiences or services online, such as an online publication, downloadable or streamed artwork, etc., you should include these in your engagement figures.

You **may not** include engagements either online or offline that are of a marketing nature, such as the number of unique visitors to your website or the number of people who sign up for a mailing list.

9. Uploading your completed data set

At the bottom of the dashboard page is a section called 'Preview and submit report'. This section is used to submit the data you have entered.

Before you click on submit, you can review the data you have entered by clicking on the 'Create Preview Report' button. This will open a new window and allow you to view all of the data you have entered. You can then review it to verify that you are happy that all of your data is correct.
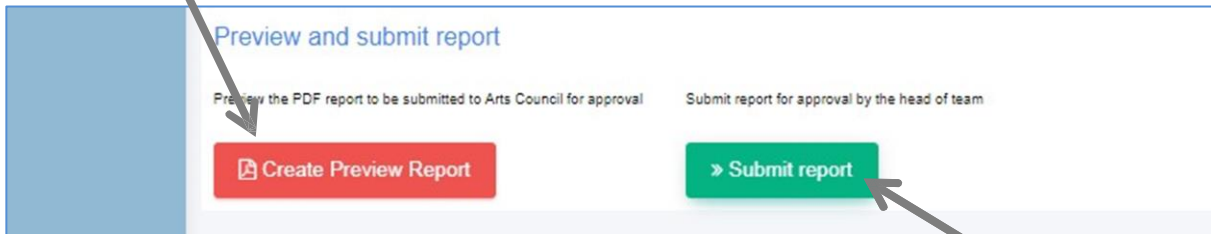
Once you have checked everything and are happy, you can click on the 'Submit report' button.

A pop-up box will ask you if you are sure you want to proceed. Assuming you are happy, click on 'Submit'.
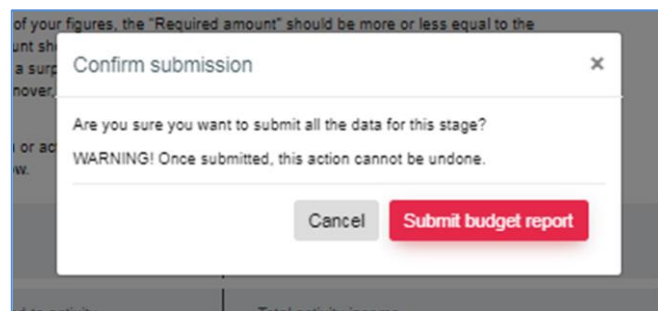
10. What happens next?

What happens next: _Budget_ arts activity report (B-AAR)

Once you have submitted your data, it will be reviewed by your artform manager in the Arts Council. Assuming that everything is fine, it will be marked as 'approved' and you will receive an email to this effect. The next time you log in to the portal, you will see that the data you have entered has a status of 'approved'.

In the event that there is an issue with the data you have entered, we will contact you and ask you to alter any information that we think needs to be corrected. You can do this as many times as required until the data set is filled out correctly, so there is no need to worry about making errors the first time you fill out the information.

Once your data set has been reviewed and approved, you will be able to generate what is called a B-AAR report. Once you create this report, you **must** upload it through your Online Services account.
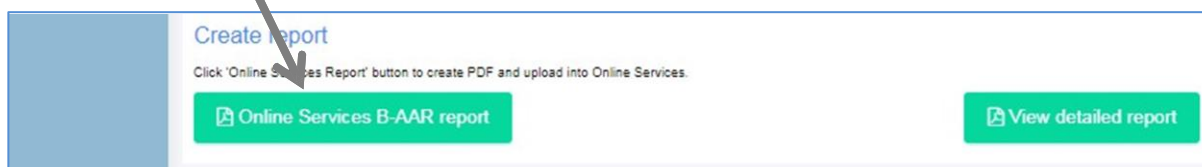
NOTE: once your B-AAR report is approved, you **will not** be able to edit or change the report.

What happens next: _Actual_ arts activity report (A-AAR)

Once you have submitted your data, it will be reviewed by your artform manager in the Arts Council. Assuming that everything is fine, it will be marked as 'approved' and you will receive an email to this effect. The next time you log in to the portal, you will see that the data you have entered has a status of 'approved'.

In the event that there is an issue with the data you have entered, we will contact you and ask you to alter any information that we think needs to be corrected. You can do this as many times as required until the data set is filled out correctly, so there is no need to worry about making errors the first time you fill out the information.

Once your data set has been reviewed and approved, you will be able to generate what is called a A-AAR I&E report. Once you create this report, you **must** upload it through your Online Services Account.

Getting help

If you need any help in filling out the AAR data, in the first instance you can contact your arts team in the Arts Council, which will be able to direct you.

APPENDIX: Glossary

This glossary has been arranged alphabetically. This gives explanations for the terms used to capture data within the AAR portal.

Accounting/professional-service fees	Fees for professional services, such as accounting or legal
Activity name	The name you give to an individual activity. This might be the name of a specific artwork or, in certain cases, a generic name, such as 'Music programme' or 'Work for children'. The activity name in the arts activity report should match the activity name you used in your application form.
Activity type *[choose from drop-down list]*	Choose the activity type from the drop-down list that most closely matches the nature or sort of activity
Admin costs directly related to activity	Administration overheads directly related to an activity (e.g. phone costs, office costs)
Artform *[choose from drop-down list]*	Choose the primary artform from the drop-down list that most closely matches the artform that the activity represents. Or choose 'more than one artform' if required.
Artists employed: number	This is the number of artists employed, contracted or commissioned directly in the making or delivery of an activity. For the purpose of data collection, the term 'artist' is taken to mean anyone whose main role is the creation, delivery or facilitation of art – e.g. a production manager, an editor, a producer, a visual-arts technician, a stage manager, the graphic designer of a book cover. ***Note:*** if you are a presenter, venue or festival, and you are not directly employing the artists to deliver the activity, leave this blank.
Artists' fees/wages/royalties	Fees, wages or royalty payments to artists who are employed, contracted or commissioned as part of the delivery of an activity, whether paid by fee or through your organisation's payroll system. ***Note:*** if you are a venue or festival and you are paying a fee or guarantee to a visiting artist or company, enter that amount here.
Artist-focused/artform development activity	Any activity where the main focus is on supporting artists and helping to develop their practice or their work, or ancillary events such as information clinics, seminars or conferences aimed at professional artists
Artists/arts professionals	Where the primary target or focus of an activity is artists and/or arts professionals, with a view to assisting in their professional development

Audience/engagement number: free	The number of people engaging in or with, or benefiting from, an activity, and who are doing so without paying (e.g. an outdoor event) – *OR* the number of artists benefiting from an initiative, resource or service. This could include complimentary tickets to opening nights, or review copies of books. *Note:* in this context the word 'engagement' is *not* taken to mean engaging the professional services of an artist – that would go under 'Artists employed'; *nor* is it taken to mean the number of performances of a concert or other programme. That would go under 'Number of performances/objects/events'.
Audience/engagement number: paying	The number of people engaging in or with, or benefiting from, an activity, and who are paying (e.g. a ticketed event or book) – *OR* the number of artists paying to participate in an initiative, or to avail of a resource of service. *Note:* in this context the word 'engagement' is *not* taken to mean engaging the professional services of an artist – that would go under 'Artists employed'; *nor* is it taken to mean the number of performances of a concert or other programme. That would go under 'Number of performances/objects/events'.
Bank charges/interest	Charges or fees levied by your bank
Book/publication	The publication of a book, magazine, journal, etc.
Broadcast/online/digital distribution of work	The broadcast of a work – e.g. a musical performance, online artwork, the online publication of a magazine or journal
Children (0–15)	Where the primary target of an activity is children up to fifteen years of age
Community Employment Scheme: number	Enter the number of people employed by your organisation through the Community Employment Scheme or a similar scheme
Contingency	Budgetary provision for unanticipated expenditure
Core expenditure	Ongoing expenditure that must be met regardless of how many individual activities your organisation is undertaking at any given time
Cost of merchandising/bar sales	Expenditure associated with running a bar/café or from selling merchandise – usually, but not always, in the context of a venue
Do you have a box-office system or other process that can verify these figures? (Y/N)	Please select Yes if your organisation has its own box-office system.
Earned income (income from ticket sales or sales of publications or art sales/object sales)	Income from ticket sales or the sales of books, publications or other art objects

Exhibition	A visual-art exhibition, including gallery installations of sculpture, art film, sound installations, etc.
Families	Where an activity would be suitable for adults and children to attend together
Fundraising/development *[within core income]*	Income earned through a fundraising or development function within your organisation – e.g. friends' scheme, membership scheme
Fundraising/development *[within activity income]*	Fundraising or development income you are investing directly in the activity
General fundraising/development costs	Costs associated with a fundraising or development function within your organisation
General marketing/PR	General marketing or PR costs not directly related to artistic activities
General public	Where the primary target of an activity is not specified but is open to anyone to attend or to engage with (although the work is unlikely to be suitable for children)
Governance costs	Costs directly related to meeting governance requirements – e.g. company registration, filing of returns
Grant funding: international *[within core income]*	Funding from international-funding or grant-giving bodies
Grant funding: international *[within activity income]*	Finding from international-funding or grant-giving bodies that you are investing directly in the activity
Grant funding: national (excluding Arts Council) *[within core income]*	Funding from national grant-giving bodies, excluding the Arts Council
Grant funding: national (excluding Arts Council) *[within activity income]*	Funding from national grant-giving bodies, excluding the Arts Council, that you are investing directly in the activity
Grant funding: other (including other Arts Council funding) *[within core income]*	Other grant funding received, including other grants from the Arts Council. ***Note:*** this does **not** include the core grant for which you are entering data.
Grant funding: other (including other Arts Council funding) *[within activity income]*	Other grant funding received, including other grants from the Arts Council, that you are investing directly in the activity
Guarantees, fees, rental or other income from presenting partners	Fees or guarantee you are receiving from, for example, a presenting partner, venue or festival. For a venue, this may be the rental income from a producer or presenter. It is **not** a cost.
Income from art-publication sales (e.g. back-catalogue sales, commissions on artworks)	Income generated from sales of previously produced or created artworks that are not part of the current year's activities
Income from merchandising/bar sales	Income associated with running a bar/café or selling merchandise – usually, but not always, in the context of a venue
Income not directly related to activity (INDRA)	Income you may earn or receive which is not directly a result of, or relatable to, specific artistic activities
Insurance	General insurance costs

Local-authority funding *[within core income]*	Funding received from the local council
Local-authority funding *[within activity income]*	Funding received from the local council that you are investing directly in the activity
Maintenance/repairs	Ongoing repairs and maintenance to your building or facilities
Marketing/PR costs	Marketing or PR costs directly attributable to an arts activity and which are part of the budget for that activity
Miscellaneous expenses	General expenditure on small items, petty cash, etc.
New-work development activity	An activity where the purpose is the development of a new piece of work – e.g. the dramaturgical process for a new play, the editing process for a new book, etc.
Non-artist fees/wages	Fees or wages to other professionals who are employed, contracted or commissioned as part of the delivery of an activity, whether paid by fee or through your organisation's payroll system
Non-ticketed performance or event	Any event (e.g street performance, parade, outdoor show) where people do not need to purchase a ticket to attend
Number of performances/objects/events	The number of performances of a concert, play or other performance, or the print run of a publication, or the number of days that a gallery exhibition is open to the public. ***Note:*** a series of classes or workshops aimed at the same group of people (e.g. children) should be classified as one event. A single activity over a number of days or weeks (e.g. a workshop or a period of development of a new work) should also be classed as one event. There may be types of activities where there are no tangible outcomes that can be counted in this way.
Office admin/postage/IT/phone	General office-administration costs
Others employed: number	The number of non-arts professionals employed or contracted in the delivery of an activity. ***Note:*** if you are a presenter, venue or festival, and you are not directly employing people to deliver the activity, leave this blank.
Participatory, education or outreach activity	Any activity where the main focus is engagement with members of the public or with a particular community of people
Philanthropic donations *[within core income]*	Donations from philanthropic sources
Philanthropic donations *[within activity income]*	Philanthropic income you are investing directly in the activity

Primary target of activity *[choose from drop-down list]*	The main audience target or grouping that an activity is aimed at. Choose the target group from the drop-down list that most closely matches the activity.
Production and/or distribution of artefact	The creation of a painting, sculpture or other art object for sale or for display, but which may not form part of an exhibition
Production/making/ publishing/exhibition/ distribution/logistical costs	The physical costs of mounting a production (e.g. set building, lighting hire, paint), printing, binding and distribution of a book, hanging an exhibition, etc.
Rent/mortgage	The rent or mortgage cost on your main office space and any storage space you may have. It is not the cost of renting a rehearsal space or venue for an activity.
Rental income	Income you may earn from the rental of space for events or launches, etc. It is not income from direct rentals for arts activities (e.g. a theatre company renting the theatre for plays, performances).
Research/archiving/digitisation	Any activity where the main purpose is research, or the archiving or digitisation of materials relating to arts practices
Salaries: all other staff	The combined salaries of all other permanent staff not listed above. ***Note:*** this does ***not*** include freelance staff hired to undertake artistic activities.
Salary: artistic director/executive director/executive producer/ general manager	The salary of the artistic director, executive director (if not the CEO), executive producer, joint CEO, general manager or second-in command of your organisation. It should be inclusive of employer's tax and pension contributions.
Salary: director/artistic director/CEO	The salary of the lead person in the organisation – i.e. the person responsible to the board for the organisation's performance. It should be inclusive of employer's tax and any pension contributions.
Sponsorship *[within core income]*	Income (or income-in-kind) from sponsorship
Sponsorship *[within activity income]*	Sponsorship you are investing directly in the activity
Targeted communities	Where the primary target of an activity is a specific group or community of interest – e.g. older people, people with disabilities, particular geographic areas
Ticketed performance or event	Any event (e.g. play, music recital, concert, film showing) where people buy tickets to attend
Utilities	Electricity, heat, waste collection costs, etc.

WTE artistic number	The whole-time-equivalent hours per week that artistic staff work for your organisation – e.g. an artistic director who works 2.5 days per week would give a WTE of 0.5. For the purpose of data collection, the term 'artistic' is taken to mean anyone whose main role is the creation, delivery or facilitation of art – e.g. artistic director, producer, production manager, visual-art technician, curator, editor.
WTE non-artistic number	The combined whole-time-equivalent hours per week that non-artistic staff work for your organisation, such as administration, finance, marketing staff – e.g. a full-time administrator, a full-time accounts person and a half-time marketing person would give a combined WTE number of 2.5
Young people (16–23)	Where the primary target of an activity is young people between the ages of sixteen and twenty-three – e.g. youth theatre, youth dance, young writers