



The Future of FST Members Meeting presentation September 2023

www.scottishtheatre.org

@FedScotTheatre



ALBA | CHRUTHACHAIL

What did we set out do and why?

- To develop a strategic framework which will best enable the Federation of Scottish Theatre to best fulfil its role over the next three years.
- Staff and board members gain a greater appreciation of the current reality of FST informed by the perspectives of multiple internal and external stakeholders.

This will include an understanding of:

- what members currently most value about FST and its offer.
- what stakeholders believe currently hinders FST from supporting, representing, and advocating for the performing arts sector in Scotland even more effectively.
- how stakeholders believe FST needs to change in the next three years to continue to be relevant and best support, represent and advocate for the performing arts sector in Scotland.

Methodology

Contracted Kinarharvie, change consultants based in Glasgow, well known for training and counselling, in depth approach

One-to-One Conversations

- Staff – 8 conversations
- Trustees – 11 conversations

Online surveys

- **191 respondents** (28% individuals, 59% organisations, others were former members, Associate Members.)

Documents review

- FST website, Member Survey Analysis 2018, *State of Play* research – Full Reports, *Future Policy and Strategy for Scotland's Performing Arts Sector* (Draft 5) by Alice McGrath, notes from Board Visioning Meeting– 28th February 2022



Out of 100, (1 = no change, 100 = complete change), to what degree do you think FST needs to change over the next three years so it is best able to support the performing arts sector in Scotland?

Response	Staff and Board Members	Online Survey Respondents
1 – 10		9
11 – 20	1	4
21 – 30		12
31 – 40	3	7
41 – 50	2	13
51 – 60		22
61 – 70	6	29
71 – 80	5	17
81 – 90		5
91 – 100	1	5
AVERAGE	64.4	55

What Do Stakeholders Value Most About FST?



- FST has an established profile which ensures it has access to and influence on key decision-makers.
- FST connects and facilitates collaboration between a diverse and disparate range of people and organisations in the performing arts sector.
- FST is a useful source of information for members about the performing arts sector in Scotland.
- FST has an in-depth understanding of the Scottish context and culture, something other similar organisations with a UK focus do not possess.
- The continued professional development opportunities offered by FST have significantly contributed to the career development of some members.

How FST could develop – key findings

- Change the composition of the board (to allow co-option outwith the membership)
- Develop a clearer and more compelling articulation of FST's vision and role
- Reduce and realign FST's offer to align with this vision and role
- Determine and consistently pursue priorities by creating a new strategic plan
- Establish regular and robust data gathering processes
- **Be bold!**

What should FST focus on?

Choose three:

Advocacy	87 votes
-----------------	-----------------

Bringing people together	50 votes
---------------------------------	----------

Setting expectations	39 votes
-----------------------------	----------

Regular info and updates	39 votes
---------------------------------	----------

(other areas were not particularly low)

Kinharvie's concluding observations

- There remains a need for FST to bring together an often disparate sector; represent the interests of the sector to national and local government; collect and share useful data and information; support good practice across the sector.
- The need for FST has never been greater.
- This need in the sector can be overwhelming and has made it difficult to draw boundaries and maintain the limits of FST.
- For FST to become more effective it will need to create a more bounded organisation with a narrower focus and a greater awareness of its limits.

Kinharvie's concluding observations

- There was widespread recognition that whichever way FST develops, it is likely to disappoint and frustrate those in the sector who feel it should have a different focus and set of priorities.
- Yet, most stakeholders also believed that without developing greater definition and a narrower focus, FST risks becoming increasingly overwhelmed and ineffectual.



Thank you!



www.scottishtheatre.org



@FedScotTheatre



Fiona.sturgeonshea@scottishtheatre.org



info@scottishtheatre.org