SHARE Museums East

Annual Survey of Museums 2015-16

Norfolk Museums

SHARE Museums East
a network of know how

Supported using public funding by ARTS COUNCIL ENGLAND

Foreword

The East of England took the lead in undertaking an annual survey of museum performance. We now have data stretching back to 2000, longer than any other region in the country.

And what useful data this is. It helps demonstrate the social and economic impact of our museums – we know that in 2015-16 they received over 3.5 million visits and delivered learning sessions to nearly 300,000 children. They contributed at least £77m to the economy of the region and created almost 900 jobs.

It helps individual museums understand their own operations better too. How do our visitor numbers compare with similar museums? Are our entry fees too high – or too low? Could we make more profit from our shop? Are our donations below average? Only by comparing ourselves with others can we see where we are doing well and where we need to do better.

Last year SHARE Museums East joined forces with other Museum Development programmes to standardise data collection. We now use the same survey as the South West, South East, East Midlands, North East, and Wales. This means that we are able not only to make comparisons within our region, but across the country.

When we are all having to work harder, the Benchmarking survey provides invaluable information to help us protect funding, increase income and advocate for the valuable work we all do. It also assists SHARE to design its programmes and tailor its work to the needs of the region.

I hope you find it of real, practical value to your museums. Thank you for contributing.

Steve Miller
Acting Assistant Director Community & Environmental Services (Cultural Services & Lifelong Learning), Head of Norfolk Museums Service, Head of Norfolk Arts Service

Summary of 2015-16 findings

Response rate

- 129 museums responded to the survey. This equates to a 72% response rate from museums within the Accreditation scheme.

Audiences

- There were a total of 3,538,641 visits to museums in 2015-16 based on responses received.
- Visits to museums in the region are up by 1.3% on 2013-14 based on a constant sample.
- Children (under 16s) accounted for 30% of all visits.
- Museums held 5,122 activities and events that engaged 169,686 participants.

Economic impact

- Visits to museums had a gross impact of £59.75m in the economy.
- There was at least £17.8m of direct, indirect and induced impacts as a result of museums spend on goods and services.
- Museums create 882 full time equivalent direct, indirect and induced jobs across the region.

Online engagement

- 93% of respondent museums have their own website and 86% used social media to engage with audiences.

Educational engagement

- Museums delivered 7,666 learning session on-site that engaged 220,489 participants and 2,653 outreach sessions which reached 74,241 participants.

Financial operations

- 55% (96) normally charge for admission, 42% (74) offer free entry all year and 2% (3) were free but charged for some exhibitions-seasonally.
- On average, earned income accounted for 29% of all income, public subsidy 38%, grants 19% and 14% in contributed income (donations, bequests, sponsorships etc).
- £9.5m was generated in earned income.
- £12.3m was received in regular public subsidy.
- £6.4m was received in grant funding.
- £4.7m was received in contributed income.

Workforce – volunteers

- There were 6,167 volunteers which equates to 497 full time equivalents.
- On average museums had 53 volunteers each.
- Volunteers contributed a total of 820,147 hours to museums.
- Each volunteer contributed an average of 112 hours in the year.
- Volunteer time was worth £5.85 million to museums.

Workforce – paid staff

- Museums employed 734 paid staff which equated to over 613 full time equivalents.
- 31% of museums (38 of 124) were entirely volunteer-run with no paid staff.
- Based on information provided, volunteers outnumber paid staff by over 8:1.

Introduction

Benchmarking in the East of England is an annual survey aimed at museums in the region that are within the Arts Council Accreditation scheme. This report presents the findings of the fourteenth Benchmarking survey.

The survey is conducted to provide an up to date annual overview of the museums sector in the region.

Findings help contribute to estimates of the social and economic impacts of museums in the East of England and inform how SHARE Museums East delivers support to museums.

The data gathered through this survey has also been contributed to the Museums Association's UK wide 'State of the Nations' 2016 museums survey and will be used to advocate on behalf of museums to funders, politicians, stakeholders and the public.

This year the survey was undertaken in collaboration with the national Museum Development Network in England with the intention of establishing consistent data capture across multiple regions to enable more effective advocacy and benchmarking.

Survey questions have been updated from previous and adapted to align with surveys conducted by other regional Museum Development Providers and Arts Council England's annual survey of Major Partner Museums and National Portfolio Organisations.

Survey method

The survey was sent to all 167 museums in the East of England that are Accredited or officially working towards Accreditation, as well as being promoted via the regional Museum Development Officers network. Museums were given the option of either completing the survey online completion or using a Word version of the survey. Museums were asked to provide data for the 2015-16 financial year.

The survey was divided into four sections:

- Audiences
- Educational engagement
- Financial operations
- Workforce

Multi-site organisations were given the option to either provide a response as a whole organisation or by individual site. A number of multi-site museums submitted mixed responses with some data provided on a site by site basis and other data provided at an organisational level. Where this is the case it will be highlighted.

Sample and response

120 museums in the Accreditation scheme responded to the survey which equates to a 72% response rate. There were also 9 responses from museums not in the Accreditation scheme. This is an increase from the last Benchmarking survey in 2013-14 when there were 111 responses. The relatively high response rate means that the figures and conclusions drawn in this report can be considered broadly representative of museums in the region.

It is worth noting that there were no responses from Accredited English Heritage or National Trust properties. This is likely to have a significant impact upon the scale of the museum sector in the region indicated by the survey results.

When considering the responses, the following should be borne in mind:

- Not all museums responded to every question.
- Percentages have been rounded to the nearest whole number.
- 'All' museums is every museum which submitted a return, including non-Accredited museums.
- Where differences are small and response levels low, care must be taken when interpreting the data.
- Budget data must be viewed as approximate or indicative as different accounting methodologies are used by museums and a number of museums operate a different financial year than April to March.

Categories of museum

Three main categories of museum are used for analyses throughout the report:

- Type of museum – determined by funding source and governance model.
- Size of museum – determined by annual visit figures. Small (under 10,000), Medium (10,0000-49,999), Large (50,000+).
- Core group – museums that have responded to Benchmarking in 2013-14 and 2015-16.

Profile of respondents

With the exception of English Heritage and National Trust properties, responses are broadly representative of museums in the East of England. A full list of the museums which returned the survey is included at the end of this report.

Museum opening hours

Museums were asked to provide details on their typical opening hours:

- 60 (47%) were open all year round.
- 57 (44%) were closed for part of the year as part of a regular seasonal closure.
- 4 museums were closed for part of the year for reasons such as refurbishment or repairs.
- 2 museums were open by appointment only all year.
- 1 museum was closed for part of the year and open by appointment for part of the year.
- 5 museums were closed for redevelopment most or all of the year.

Figure 1: Accredited museums in the East of England by type.

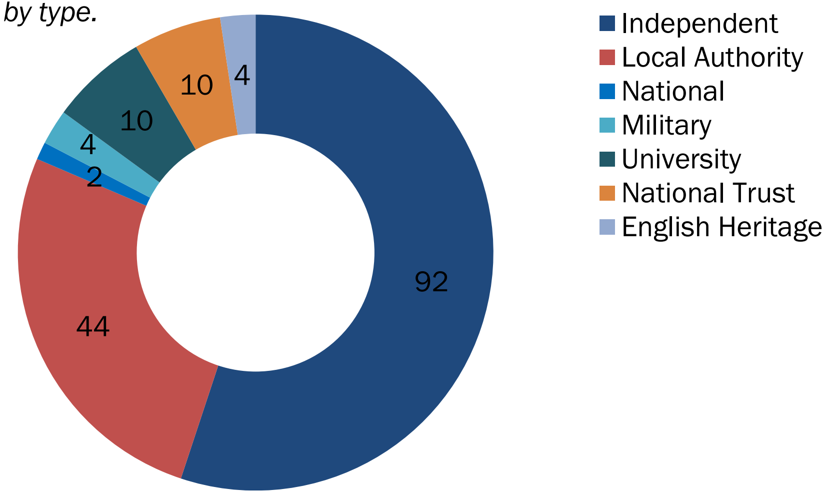
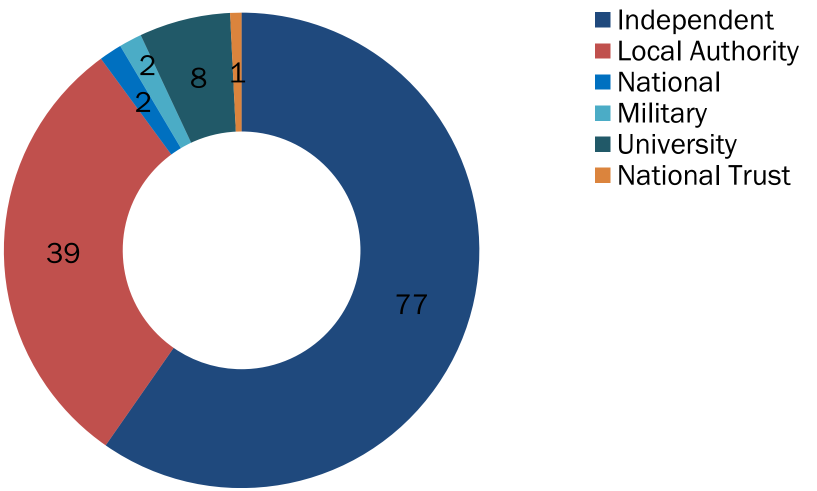


Figure 2: Profile of respondent museums by type.



Respondents by size

Museums in the East of England range from large national museums to small community organisations. *Figure 3* shows the size of respondent museums determined by their visit numbers in 2015-16. Over half of the respondents (63 of the 123 providing visitor figures) receive fewer than 10,000 visits per year, highlighting that the sector in the region is dominated by a large number of small organisations. Six museums did not provide visit figures, four because they were closed for redevelopments and two gave no reason.

Geographic distribution

As *Figure 4* shows there were considerable differences in the response rates between the counties ranging from 89% in Hertfordshire to 61% in Essex.

Figure 3: Respondents by size based on visit numbers.

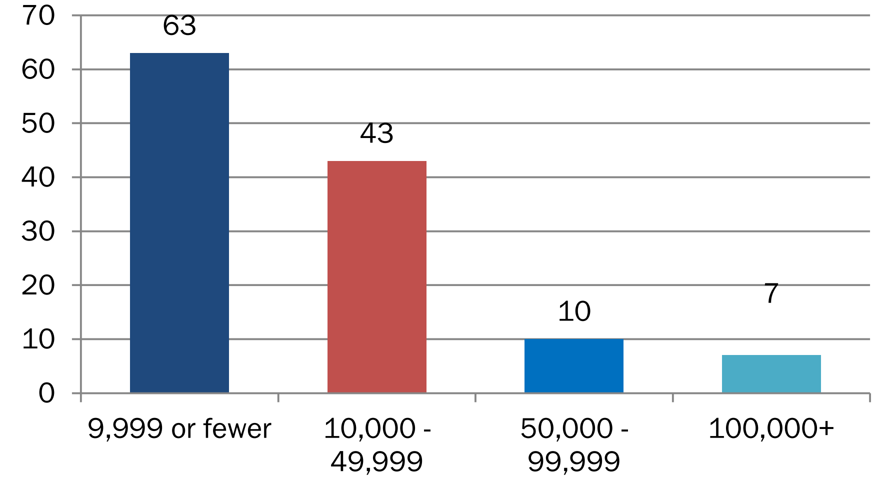


Figure 4: Respondents by county.

	Accredited responses-Accredited museums	Percentage return
Bedfordshire	6 of 9	67%
Cambridgeshire	28 of 35	80%
Essex	19 of 31	61%
Hertfordshire	20 of 24	89%
Norfolk	20 of 32	63%
Suffolk	27 of 35	77%
Total	120 of 166	72%

Audiences

This section looks at overall visitor figures, visits by children and online engagement.

Total visit figures

Based on the responses received there was a total of 3,538,641 visits to museums in 2015-16.

Museums were asked whether the visit figures they provided were actuals or estimates. There were 121 responses to this question, 76% (92) provided actual figures while the remaining respondents provided estimates.

Visits by children

The survey asked museums to provide a breakdown of visits into adults and children (under 16) and 105 museums provided this information.

There were 867,218 visits by children to museums in 2015-16 based on these responses and children accounted for 30% of all visits. There were some significant variations depending on the size of the museum with children making up 23% of visits to small museums, 27% for medium museums and 32% for large museums.

67% (70) museums provided actual figures for child visits while the remaining museums provided estimates.

Figure 5: Total visits to museums by size.

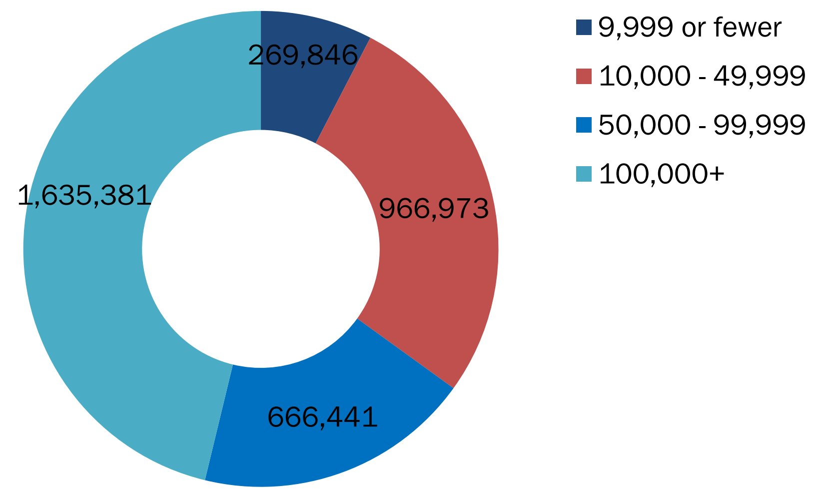
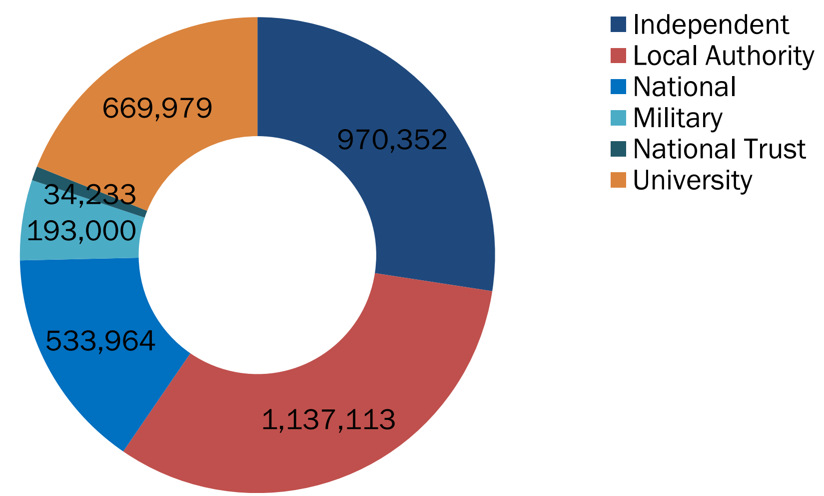


Figure 6: Total visits to museums by type.



Total visits by county

Overall visits to museums in the East of England are up by 1.3% since 2013-14. This is based on a core group of 86 museums that provided data for both 2013-14 and 2015-16. No data is available for 2014-15 as a survey was not conducted that year.

The core group also excludes museums that had closures in either years outside of their normal opening pattern e.g. if they were closed for redevelopment for either part of or all of the year.

While visit numbers increased overall, Cambridgeshire (-3.6%), Hertfordshire (-2.1%) and Suffolk (-1.3%) all experienced decreases. Museums were asked if there were any reasons for any significant changes in visit figures however relatively few museums provided any explanation – the most common reason cited was temporary closures or refurbishments to gallery or exhibition spaces.

Where audience figures are up or down at county level, reasons for this are not always straightforward and fluctuations are often influenced by the relative size of the museums in the constant sample. In a county where there are a relatively high number of small and medium size museums, small fluctuations in visit figures will have a disproportionately large effect on the overall percentage change in comparison to counties with larger museums where small changes will have less of an impact overall.

Overall there is a mixed picture in terms of visit figures. 44 museums reported a decrease in visit figures while 42 museums reported increases between 2013-14 and 2015-16.

Figure 7: Total visits to museums by county.

	Total visits 2013-14	Total visits 2015-16	% change (constant sample)
Bedfordshire	254,133	304,449	+ 5.5%
	n = 4	*n* = 6	*n* = 3
Cambridgeshire	1,326,863	1,491,429	-3.6%
	n = 22	*n* = 26	*n* = 20
Essex	286,985	373,375	+ 10.9%
	n = 20	*n* = 21	*n* = 15
Hertfordshire	231,511	388,883	-2.1%
	n = 13	*n* = 18	*n* = 10
Norfolk	487,996	537,237	+7.1%
	n = 22	*n* = 23	*n* = 20
Suffolk	371,014	443,268	-1.3%
	n = 21	*n* = 29	*n* = 18
East of England Total	2,958,502	3,538,641	+1.3%
	n = 102	*n* = 123	*n* = 86

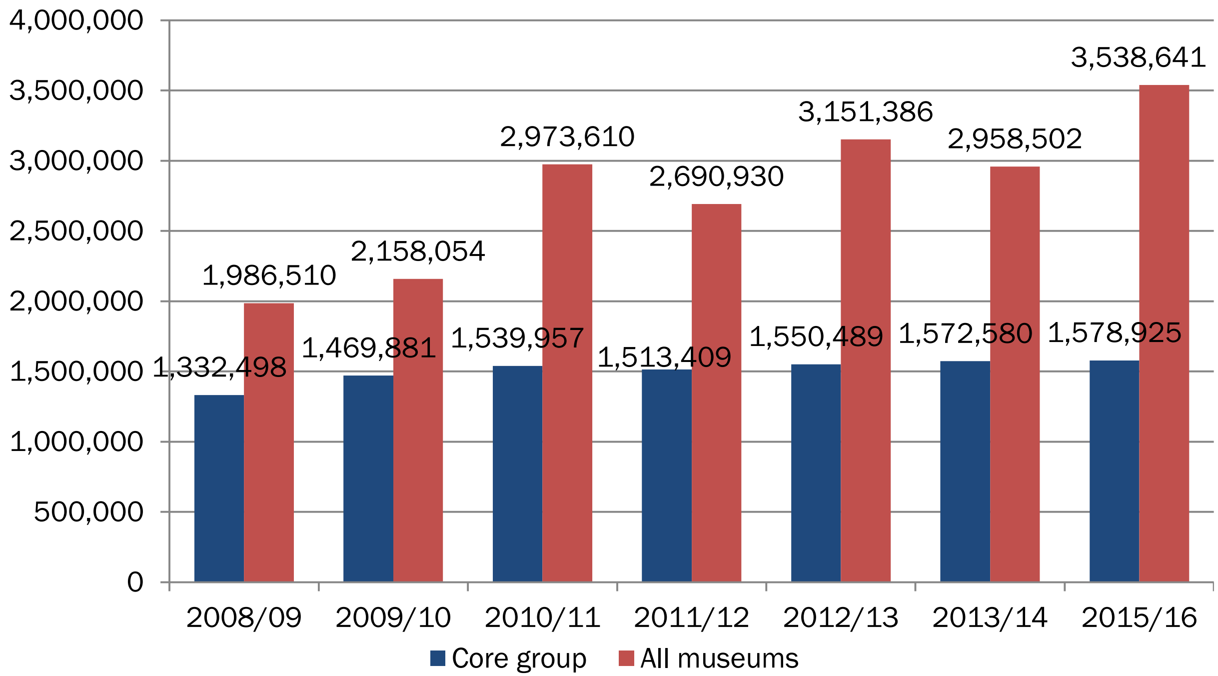
Total visits – change over time

Since 2008-09 total visits to museums in the East of England have grown significantly. *Figure 8* shows both total visits to all museums that responded to previous Benchmarking surveys and the total number of visits to a constant sample of museums that responded to every Benchmarking survey since 2008-09.

Based on the constant sample of 52 museums, visits to museums have increased by 18.5% between 2008-09 and 2015-16. The constant sample excludes museums where it is known that they had closures outside of their normal opening pattern e.g. if they were closed for redevelopment for either part of or all of the year.

The fluctuations in visits to all museums reflects the fact that the numbers of museums responding to Benchmarking has varied year on year.

Figure 8: Average visits to museums since 2008-09.



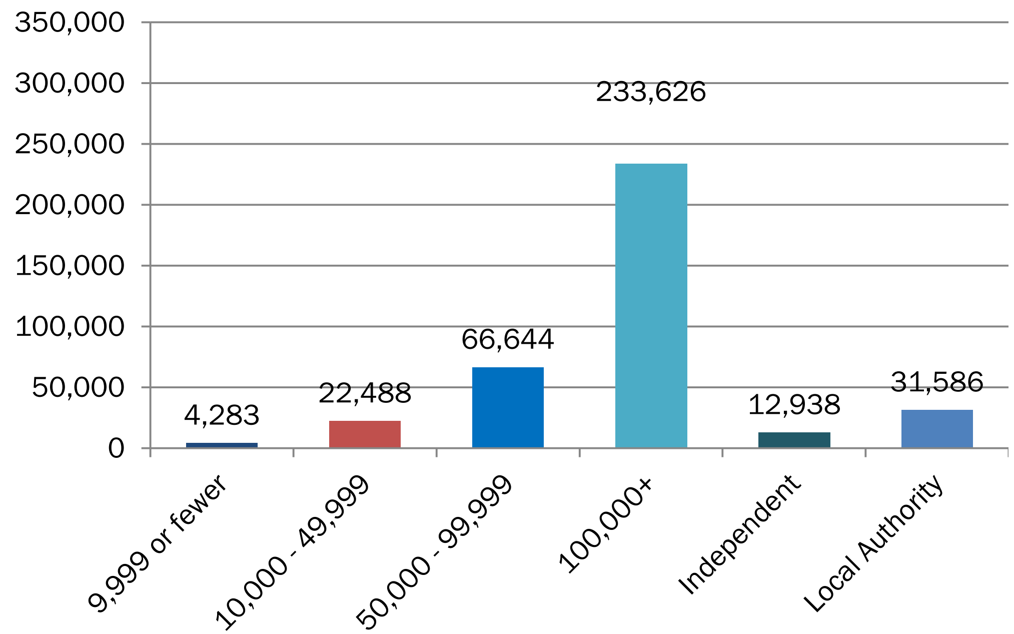
Average visits to museums in 2015-16 by size and type

The importance of visits to museums is of course relative to the size and scope of any particular museum. However, the number of in-person visits is one of the main indicators of the popularity, and in many ways, the success of museums.

Comparing the average number of visits to museums of a particular size can provide a useful starting point for museums to be able to benchmark their performance and in providing a wider sector context to an individual museum's own operations.

There were insufficient sample sizes to provide average visit figures for English Heritage, military, higher education, national or National Trust museums.

Figure 9: Average visits to museums by size and type .



Economic impact of visits

Museums make an important contribution to the regional economy creating a range of economic benefits, particularly in helping to attract tourism. Two of the top 10 most visited attractions in the East of England in 2015 were museums according to Visit England. The Association of Independent Museums has published an Economic Impact Toolkit which was developed by consultants DC Research to help museums express the gross impact of visits to their museum in terms of economic value. This toolkit can be used by individual museums but can also help provide an idea of this economic value at an aggregate level.

The gross visitor impact was £59,753,084 in the East of England economy in 2015-16 based on the visit data provided by museums.

Figure 10: Gross visitor impacts by county 2015-16

	Average spend assumption (local visitor)	Average spend assumption (day visitor)	Total value of visits
Bedfordshire	£8.90	£17.79	£3,108,577
Cambridgeshire	£17.99	£35.98	£30,840,294
Essex	£12.91	£25.82	£5,536,142
Hertfordshire	£11.29	£22.59	£5,046,032
Norfolk	£14.08	£28.16	£8,687,764
Suffolk	£12.86	£25.73	£6,534,275
Total			£59,753,084

Economic Impact Calculation

- This calculation takes the number of adult visits to a museum, establishes the proportion of local, day and overnight visits and multiplies these by average visitor spend assumptions developed by DC Research from regional and national tourism datasets.
- Total estimated adult visits is based on the adult-child ratio of 76/23 for small museums, 73/27 for medium and 68/32 for large museums.
- Actual ratios for local, day and overnight visits were not available from museums so the average ratios developed by DC Research have been used. No data for overnight visits was available so visits have been divided into local and day visits only. This means that the overall economic value of visits is likely to be higher than reported due to the higher levels of visitor spend associated with overnight visits.

Online engagement

The rapid advances in digital technology in recent years offer museums great potential for new forms of engagement beyond the physical visit. This survey asked museums about their online and social media presence.

Websites

The survey asked if museums had their own website, in addition all Accredited museums were 'googled' in November 2016 to establish whether they had their own websites. 93% (163 of 175) had their own websites, although the question did not establish whether all of these museums had editorial and content control of these websites.

Museums were asked to provide data on the total unique visitors to their websites. 53 museums provided figures, however perhaps more significantly 34% (27 of of 80) museums that responded stated they did not know or the information was not recorded.

This could suggest that this kind of information was not easily accessible by the person completing the survey or that museums are not using basic analytics tools such as Google Analytics to collect this information and monitor their website usage.

Social Media

Museums were asked to provide information on whether they used social media to engage with audiences and the number of subscribers or followers that they had across their social media platforms.

86% (109 of 127) stated that they did use social media to engage with audiences. By comparison, the Visit England *'Visitor Attraction Trends in England'* 2015 report showed that 78% of attractions used Facebook and 67% used Twitter, the two main platforms.

Highlights: Wardown Park

Wardown Park Museum has been awarded £1.8m from the Heritage Lottery Fund to conserve the historic building and transform the way its story is told. The project will see new areas of the building opened up and the ground floor improved and furnished to give visitors an insight into a wealthy family home during the Victorian period – including the Billiard Room, Smoking Room, Library and kitchen, whilst also telling the story of Luton's transformation to the exciting and diverse town it is today. Volunteer Museum Makers will work with staff to create costumed tours, talks and special events to bring the story to life.

Educational engagement

Learning and education are important functions of all museums. 'Advancement of Education' is one of the main purposes of museums established as charities. Museums were asked to provide data on the number of sessions and participants across both formal and informal learning activities in 2015-16.

Museums delivered 7,666 learning sessions on-site which engaged 220,489 participants, based on responses from 121 museums.

Museums engaged an average of 27 schools and formal learning organisations in 2015-16.

106 museums provided information on informal activities and events that were delivered on-site. Museums delivered 4,163 activities and events on-site with non-education providers that engaged 118,115 participants.

Educational outreach

Outreach work is an important part of the learning offer from many museums and an important way of involving local communities which might not use the museum building. Museums delivered 2,653 learning outreach sessions off-site which engaged 74,241 participants, based on responses from 111 museums. This includes loan box sessions at schools.

99 museums provided information on informal activities and events with non-education providers that were held off-site. Museums delivered 959 activities and events that engaged 51,571 participants.

Highlights: Gainsborough House Society

In 2015 the museum commenced a partnership with Rijksmuseum Twenthe who held an exhibition on the life and art of Thomas Gainsborough in spring 2016. A research student, Quirine van der Meer Mohr, from Rijksmuseum Twenthe joined Gainsborough's House in February 2016 to research the exhibition which was the first devoted to Thomas Gainsborough in Holland. At the same time the Dutch museum provided a laboratory for exploring how Gainsborough's life and art could be interpreted following the museum's redevelopment which recently secured funding from the Heritage Lottery Fund.

Financial operations

Museums were asked to provide a range of financial information covering sources of income, overall expenditure and expenditure on staffing. Some of this information was provided in varying degrees of completeness and there was some variation on the financial periods that museums provided data for. Therefore the data presented here should be considered a guide, rather than being representative of a specific financial period.

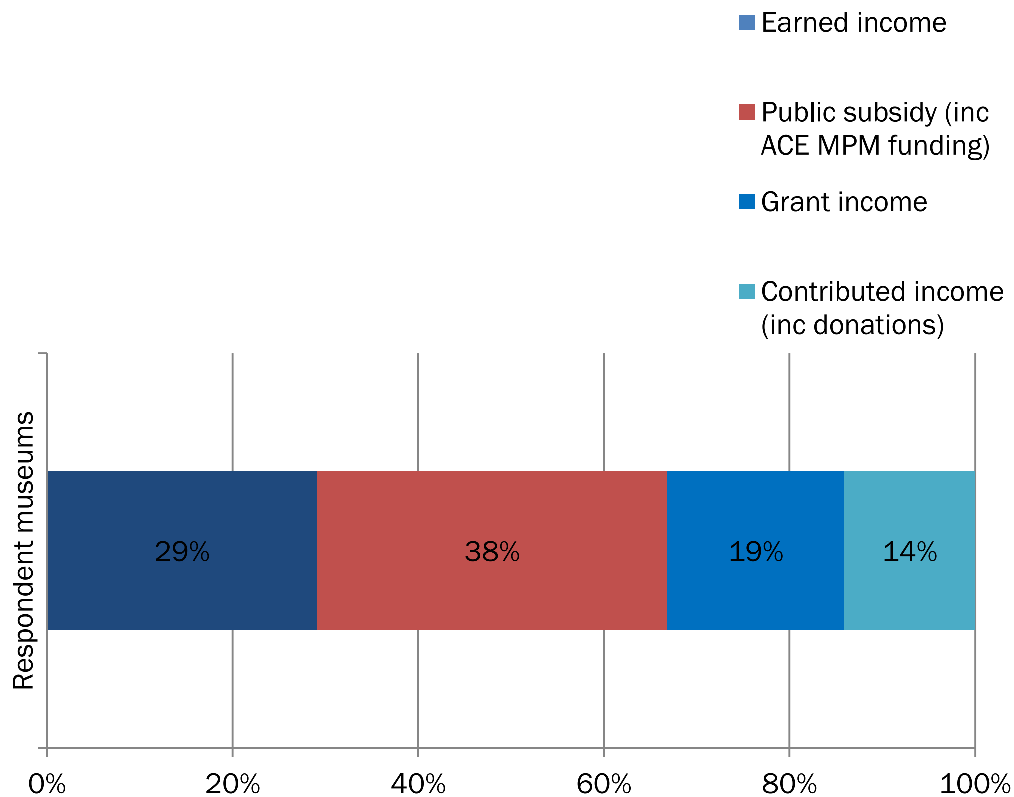
Income

Annual total income generated and received by museums was £32,905,970, which breaks down as follows:

- £9,544,478 in earned income including admissions, retail, catering, events and hospitality, educational activity and any other income from trading activity e.g. property rental.
- £12,307,505 received in regular public subsidy including ACE Major Partner Museum funding.
- £6,364,126 received in grant funding.
- £4,689,861 received in contributed income. This includes all money received from the general public or friends in donations (including friends-member schemes) alongside any income from sponsorship, corporate membership schemes or other non-earned income other than grants.

The above figures do not include National museums – IWM Duxford and the National History Museum at Tring.

Figure 11: Total income by source for all respondent museums. Legend categories from top are shown left to right in chart.



Admission charges

Museums were asked whether they charged for admission. All Accredited museum websites were also checked to compile a comprehensive list of museums that charged and those that didn't.

55% (96) normally charge for admission, 42% (74) offer free entry all year and 2% (3) were free but charged for some exhibitions or seasonally.

The figures on right show the average admission charge for museums by size and type – three museums are not included within these figures or the figure below as they are are sited within other charged entry museums. The overall mean averages for all museums are low relative to the other categories as the sample is dominated by smaller museums that charge under £5 for admission.

Figure 13: Charging bands for museums that charge admission.

	Adult	Child
Free	-	6% (6)
Under £3	17% (16)	36% (35)
£3.00 to £4.99	34% (33)	28% (27)
£5.00 to £7.49	21% (20)	11% (11)
£7.50 to £9.99	11% (11)	4% (4)
£10.00 or over	14% (13)	1% (1)

Figure 11: Average adult admission charge by size and type

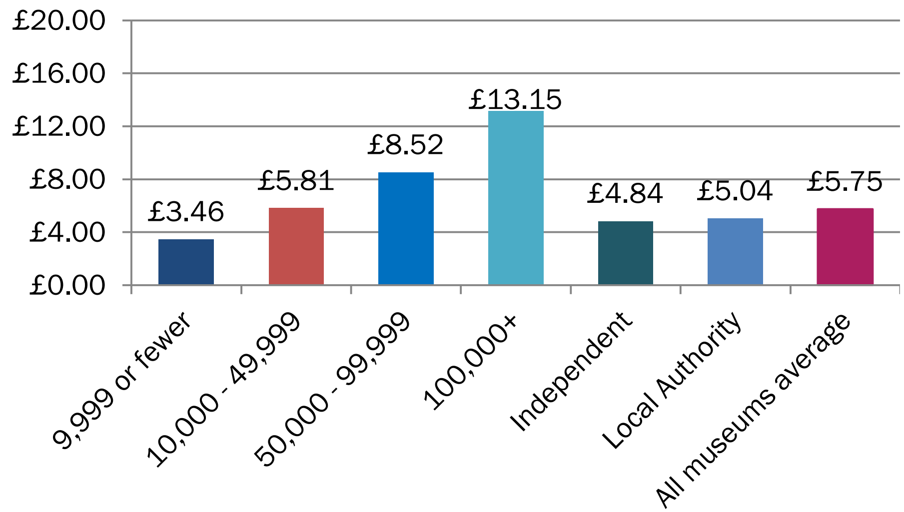
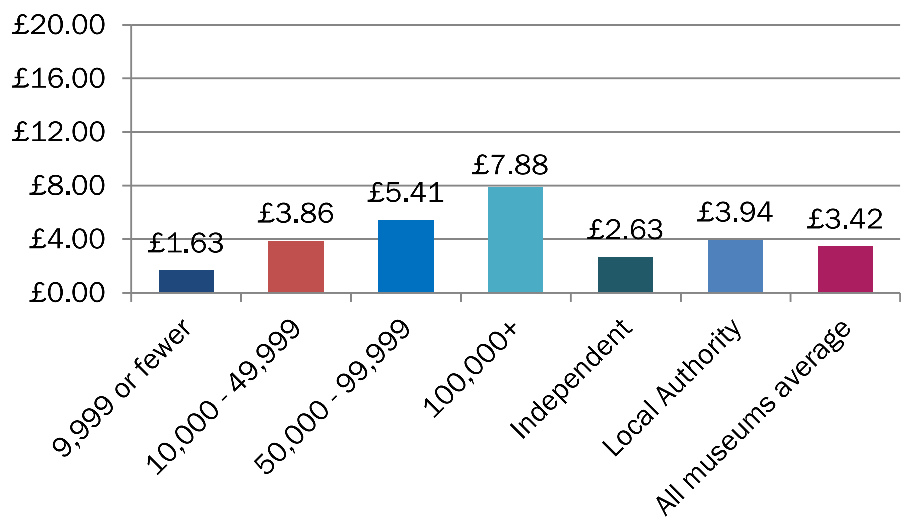


Figure 12: Average children admission charge by size and type



Income by charging model and type

There were major variations between free local authority museums and independent museums in relation to the relative importance of different income sources. Four clear groupings emerged from the data generally split between charging model and governance type.

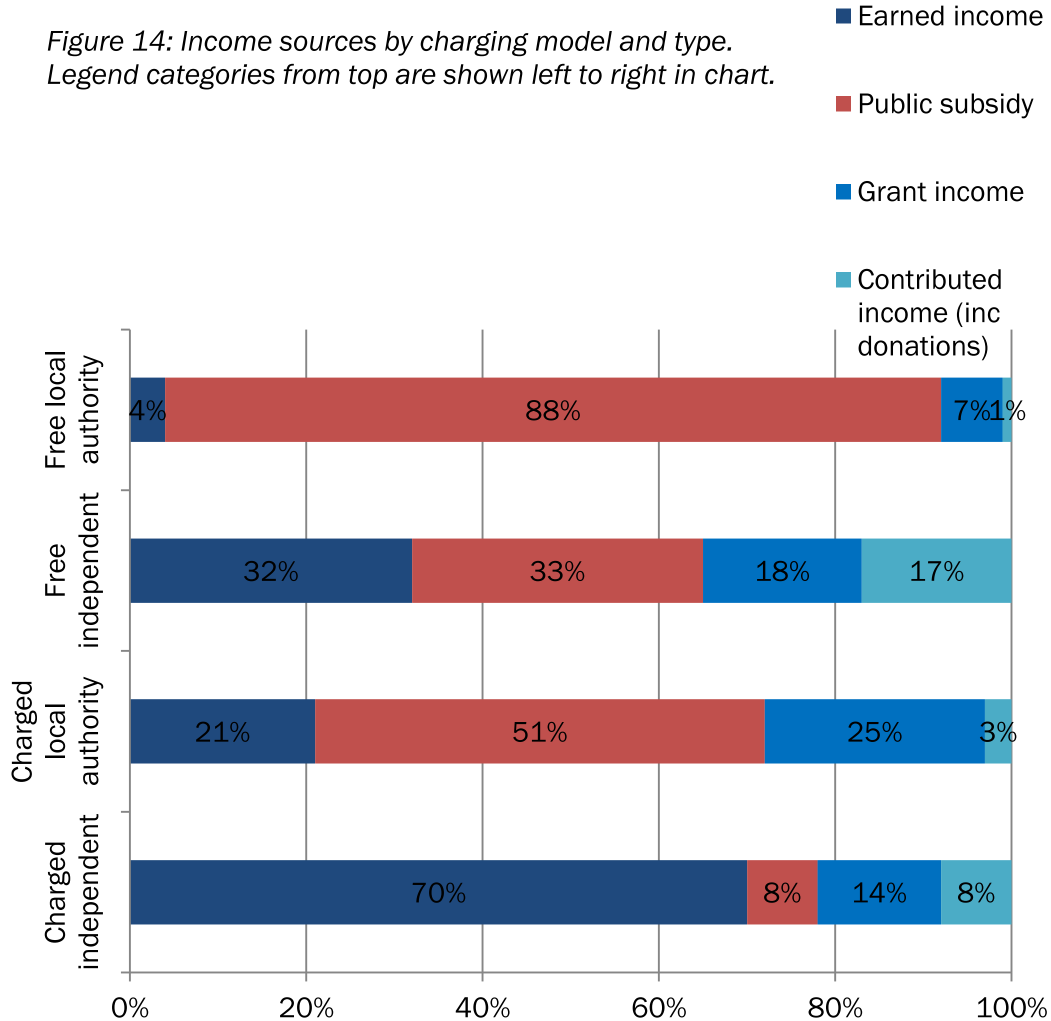
Currently there are no national benchmarks available however similar Annual Data Surveys in the East Midlands, North East, South East and South West have shown earned income to constitute a higher percentage of total income than the results for East of England show. This may be down to the particular museums that responded. Financial data from one multi-site museums service was not included as it operates both charged and free admission museums and there are no like comparators in the East of England.

Average income by type

The income figures below indicate what the average income of a certain type of museum might be:

- The average income for a free local authority museum was £398,188.
- The average for a charged local authority museum was £1,006,005
- The average for a free independent was £33,348.
- The average for a charged independent was £160,751.

Figure 14: Income sources by charging model and type. Legend categories from top are shown left to right in chart.



Data presented above in *Figure 14* is either at a single museum level or at a whole organisation level for multi-sites and based on mean averages for each type of museum.

Retail income

Shops are an important source of income for museums. 93% of Accredited museums in the region have a shop or retail space (based on the survey responses or information available on the Culture24 website).

One Key Performance Indicator museums can use to understand the effectiveness of their retail offer is retail spend per visitor. 86 museums provided the data required (both retail spend and total visits) to perform this calculation.

One museums service has not been included as it did not provide a breakdown of retail income for each of their sites.

The results in *Figure 15 and 16* suggest that retail spend is slightly higher at museums that charge for admission although this does not take account of the particular museums that responded or reflect the influence of other factors such as the quality of the retail offer.

The three museums that had the highest level of retail spend per head were specialist museums, two of which were railway museums and the third a fine art gallery.

Figure 15: Average retail income per head by size and charging model.

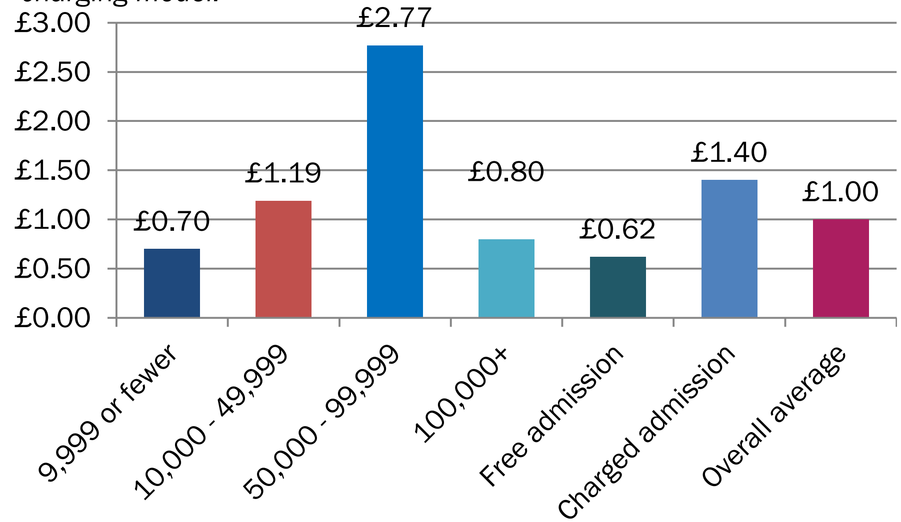


Figure 16: Average retail income per head by size and charging model.

	Sample size	Average	Lowest	Highest
9,999 or fewer	45	£0.70	£0.08	£3.38
10,000 – 49,999	31	£1.19	£0.03	£8.11
50,000 – 99,999	5	£2.77	£0.13	£10.72
100,000+	5	£0.80	£0.04	£2.71
Free admission	44	£0.62	£0.03	£8.11
Charged admission	42	£1.40	£0.04	£10.72

Donations

Donations play an important role in supporting museums' fundraising activity, although for many museums they account for a relatively small percentage of overall revenue. There are many variables in determining what a good level of donations is although the AIM Guide on Donation Boxes suggests that "organisations that have experimented with the position and communications around their donation boxes and measured performance were more likely to be reaping the higher returns".

Museums were asked to provide information on their donations so that an average per head could be given. The averages in *Figures 17 and 18* are based on information from 88 responses. Three responses have been not been included in these calculations as they have been considered to be anomalies given their extremely high donation per head figures – these museums were a mixture of sizes and types so their exclusion has not disproportionately affected any of the results. One museum service has not been included as it did not provide a breakdown of donations for each of their sites.

Museums that charged admission show a markedly higher per head income from donations than free entry museums although this does not reflect other factors that may influence the level of donations. The results also suggest that donations per head were significantly higher at small museums (9,999 visits or less) however this could be down to the small sample size of larger museums.

Figure 17: Average donation per head by size and charging model.

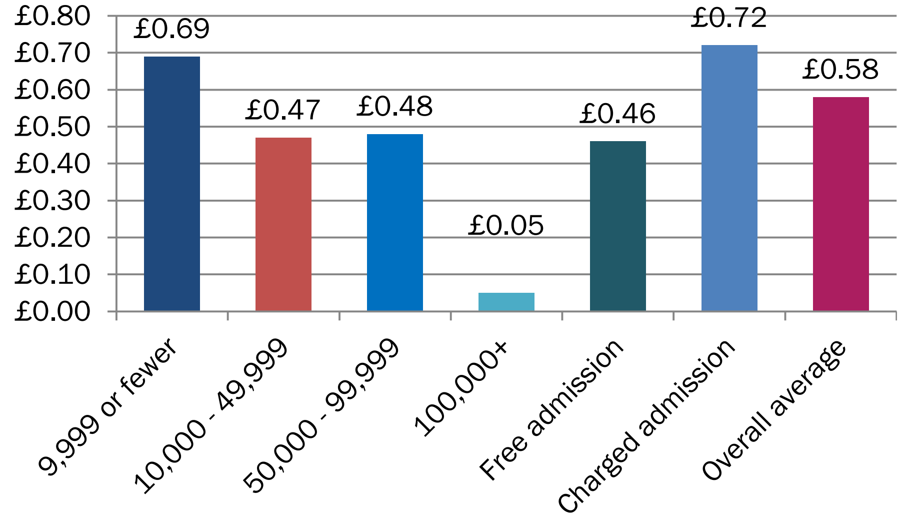


Figure 18: Average donation per head by size and charging model.

	Sample size	Average	Lowest	Highest
9,999 or fewer	52	£0.69	£0.02	£2.17
10,000 – 49,999	29	£0.47	£0.01	£1.90
50,000 – 99,999	3	£0.48	£0.02	£1.36
100,000+	4	£0.05	£0.03	£0.05
Free admission	47	£0.46	£0.01	£2.01
Charged admission	41	£0.72	£0.02	£2.17

Impact of spend on goods and services

Using the AIM Economic Impact Toolkit we can estimate the economic value of museum spend on goods and services. This is based on a calculation of the direct, indirect and induced impacts of museum expenditure figures (excluding staff spend) from 81 responses taking into account ‘leakage’, ‘displacement ’, ‘deadweight’ and multiplier factors developed by DC Research.

- **Deadweight** – value or impact that would have occurred anyway.
- **Displacement** – the proportion of museum value or impact accounted for by reduced value or impact elsewhere in the local area.
- **Leakage** – the proportion of value or impact that benefit those outside the museum’s local area.

Figure 19: Impact of spend on goods and services by county.

	Number of responses	Value
Bedfordshire	5	£1,578,226
Cambridgeshire	18	£5,294,372
Essex	12 (Southend as one)	£2,142,872
Hertfordshire	16	£2,173,230
Norfolk	6 (NMS as one)	£4,220,296
Suffolk	24	£2,428,063
Total	81	£17,837,059

Highlights: Sheringham Museum

In June 2015, Sheringham Museum received a second round pass from the Heritage Lottery Fund for a £1 million project for the re-design and creation of a new rooftop extension to the current museum site. The space will be used to exhibit the Atlantic 75 lifeboat and to provide a new learning and activity space. It will also provide space to host large touring exhibitions and offer an accessible archive store.

Expenditure on staff costs

52 responses were received from museums and museum services that employ paid staff and provided figures for both total expenditure and expenditure on staff costs. On average, spending on staff accounted for 56% of total expenditure, which breaks down as follows:

- 11 spent 30% or less of annual expenditure on staff costs
- 18 spent between 31% and 50%
- 14 spent between 51% and 70%
- 6 spent between 71% and 100%
- 3 responses were not included as anomalies as they reported their staff costs as greater than their total expenditure.

The most notable finding is that staff costs make up a significantly higher percentage of costs for local authority museums on average than they do for independent museums. Data on number of paid staff and Full Time Equivalents would suggest that this can partly be explained by the fact that in general, local authority museums employ a greater number of staff compared to independent museums who benefit from a much greater volunteer contribution.

It is also worth noting that local authority museums may not have included staff costs that are related to services provided centrally such as finance, HR, legal and IT support. Therefore the real cost of staffing as a percentage of total expenditure is likely to be higher for those museums.

Figure 20: Average expenditure on staffing by size and type.

Category	Number of respondents	Average % of total expenditure spent on staffing	Lowest %	Highest %
9,999 or less visits	18	46%	22%	80%
10,000 - 49,999 visits	21	44%	4%	80%
50,000 – 99,999 visits	3	51%	23%	68%
100,000+ visits	4	67%	55%	84%
Independent	30	40%	4%	80%
Local Authority	15	53%	33%	80%

Workforce – paid staff

Museums were asked to provide information on both the total head count of staff employed by the museum at its peak in the year and the number of Full Time Equivalents.

- Museums employed 734 paid staff based on 107 responses, (CIMS and NMS and the nationals did not provide provide total paid staff figures) Averages can be seen in *Figure 21.*
- Museums employed 613 FTEs based on 112 museums (not including CIMS or nationals).
- 31% of museums (38 of 124) were entirely volunteer-run with no paid staff.
- Volunteers outnumber paid staff by a ratio of 8:1.

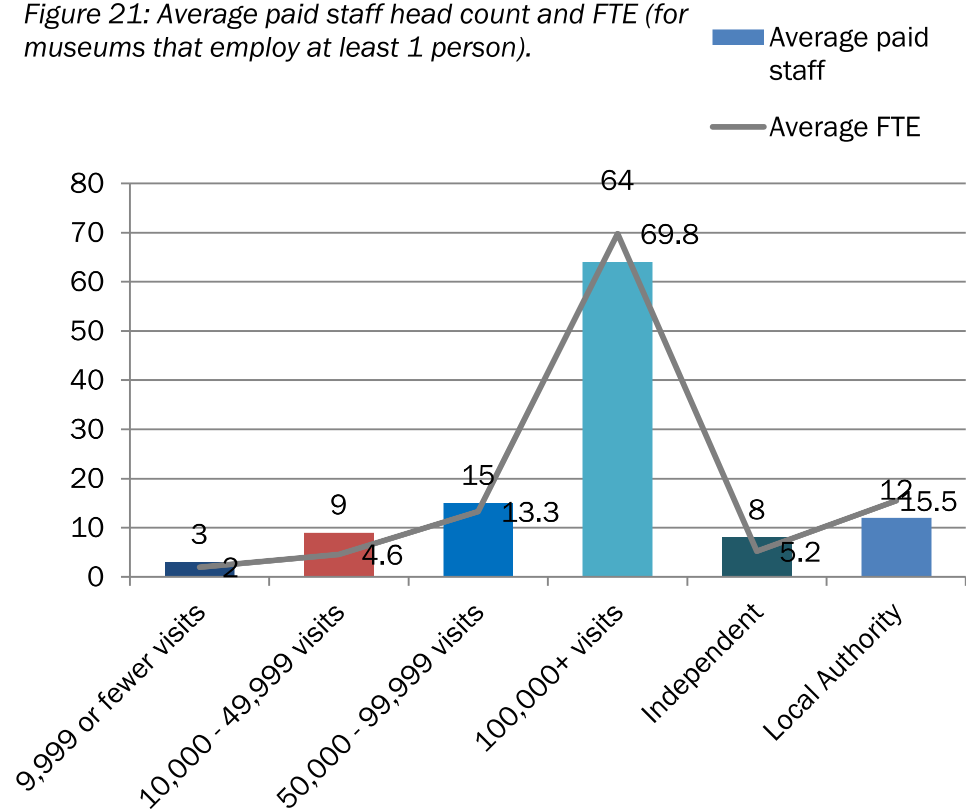
Employment impacts

Using the AIM Economic Impact Toolkit we can estimate the value of museum employment to the East of England regional economy.

Museums create 882 full time equivalent direct, indirect and induced jobs across the region.

This calculation is based on FTE employment data, taking into account ‘leakage’ (those that do not live locally), ‘displacement ’, ‘deadweight’ and multiplier factors using estimates developed by DC Research. FTE converts employment into full time positions. This allows for comparison between organisations. For the purposes of this analysis where a museum has not supplied an FTE figure the assumption that two paid staff equals one FTE has been used.

Figure 21: Average paid staff head count and FTE (for museums that employ at least 1 person).



In two cases above the average FTE exceeds the average number of paid staff as one museum service provided FTE staffing figures but not a head count.

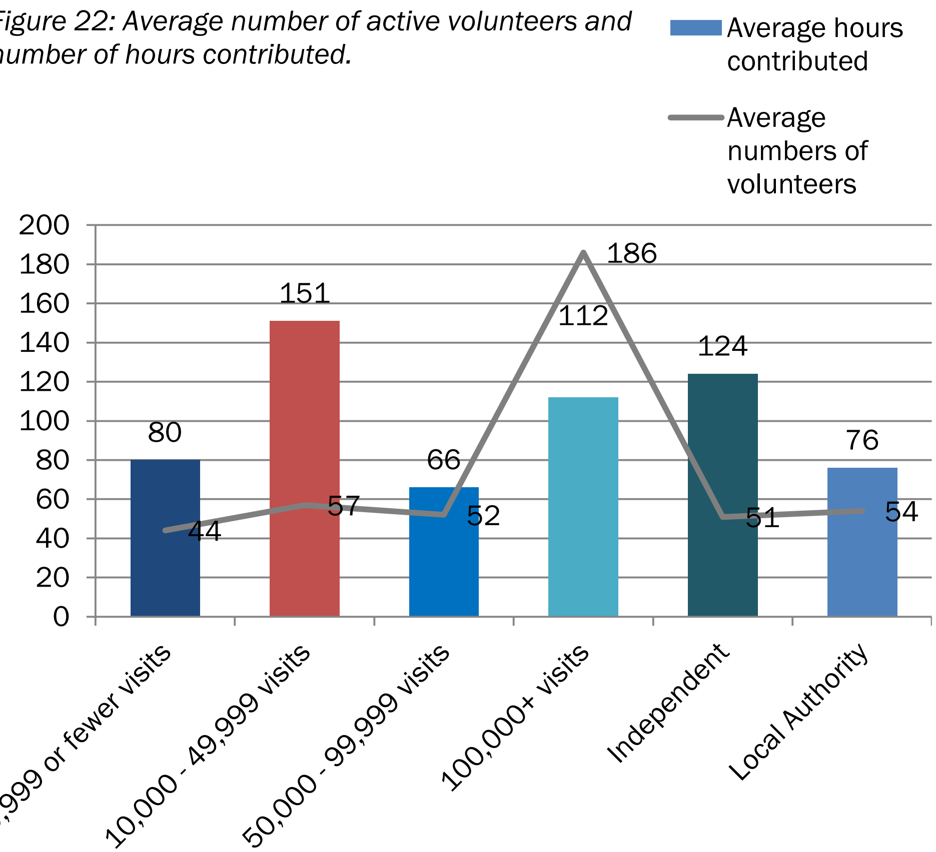
Workforce – volunteers

Volunteers are an increasingly important part of the museum workforce. Volunteer involvement makes a huge difference to museums – everything from enhancing the visitor experience, caring for and documenting the collections, business planning and managing finance. Many museums also rely on voluntary trustees to help 'steer the ship' and ensure museums are sustainable in challenging times.

119 museums provided data on their volunteers, with only 2 museums stating they had no volunteers.

- There were a total of 6,167 volunteers which equates to 497 Full Time Equivalent posts, based on the equivalent to 1,650 hours worked per year or a 35 hour working week.
- On average museums had 53 volunteers. This has increased from a mean average of 44 in 2013-14 when Benchmarking was last conducted.
- Volunteers contributed a total of 820,147 hours to museums in 2015-16. Based on a constant sample of 63 museums the number of hours contributed by volunteers has increased by 12% since 2013-14
- Each volunteer contributed an average of 140 hours in the year, based on information from museums that provided both total volunteer numbers and hours contributed. This figure is heavily influenced by one response where the number of hours contributed was stated as 199,704. If this response is removed the average is 112 which more in line with previous findings.
- Volunteer time was worth £5.85 million to museums. This value is based on a calculation of £50 per day using guidance issued by the Heritage Lottery Fund.

Figure 22: Average number of active volunteers and number of hours contributed.



One museum response has not been included in the above chart as a statistical outlier.

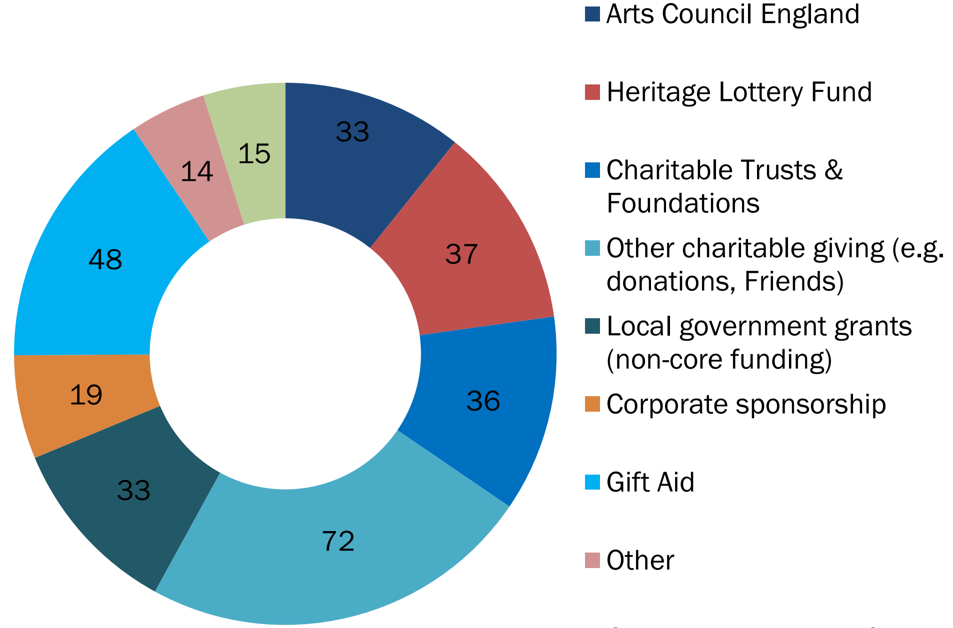
Fundraising

This year an additional question on fundraising was asked about the ways in which museums fundraise, the sources of grant income and whether they had used online giving or crowdfunding to raise funds.

Figure 23 shows that most museums were likely to have received funding via donations and Friends/Membership schemes. The second most common source was Gift Aid.

Corporate sponsorship and online giving- crowdfunding were the least commonly utilised although it has increased since this question was last asked in 2012-13.

Figure 23: Fundraising sources which museums have received in the last 12 months.



SHARE Museums East support

Museums were asked about support or advice they had received through SHARE Museums, here is a sample of what they said:

"SHARE have once again been very supportive of the museum and have assisted in the delivery of in-house training as well as giving financial support to a one day study event on public sector records."
Bishop's Stortford Museum

"As well as attending some great training, we access several networks and have had support with our forward planning and with a member of staff attending Changemakers. We really appreciate the help and support available, it makes us focus and think more critically about what we are doing and helps us find creative solutions to the challenges we face."
Stevenage Museum

"SHARE provides vital opportunities for small museums to work together and learn from each other to ensure we can ensure Museums in the region remain dynamic and resilient."
Stained Glass Museum

"Lowewood Museum has benefitted from the support of SHARED Enterprise Fundraising Strategy cohort which has greatly enabled the upskilling of staff and support with the wider museum's (Epping Forest District & Lowewood Museum) resilience project looking at both our fundraising and commercial operations"
Lowewood Museum

"SHARE Museums East has been essential to the ongoing development of the museum. We have attended training days and also sought individual advice from the MDM and MDO as well as their colleagues on funding and planning for a major capital redevelopment"
Sheringham Museum

"The Museum has participated in many SHARE activities including the fundraising cohort and the volunteer forum. We have hosted several SHARE training days and meetings, most recently the SHARE retail forum. We consider the SHARE network to be invaluable."
British Schools Museum

"The museum has benefited from advice and support through SHARE to such a degree that it would have been very difficult to function effectively without it"
Fakenham Museum of Gas & Local History

"Trustee development support was very useful… and contributed to a much invigorated and strengthened Trustee body"
Long Shop Museum

With thanks to the following museums for participating:

CIMS – Colchester & Ipswich Museums Service
LC – Luton Culture
NMS – Norfolk Museums Service
SMS – Southend Museums Service
UCM – University of Cambridge Museums

Bedfordshire

John Bunyan Museum and Library
The Higgins Art Gallery & Museum
The Panacea Museum
Stockwood Discovery Centre (LC)
Wardown Park Museum (LC)
Woburn Heritage Centre

Cambridgeshire

Airborne Assault Museum
Burwell Museum Trust
Cambridge Museum of Technology
Centre for Computing History
Chatteris Museum
Cromwell Museum
Ely Museum
The Farmland Museum & Denny Abbey
Fitzwilliam Museum (UCM)
Imperial War Museum, Duxford
March & District Museum
Museum of Cambridge
Museum of Classical Archaeology (UCM)
Nene Valley Railway
Norris Museum
Peterborough Museum & Art Gallery
Prickwillow Drainage Engine Museum
Ramsey Rural Museum
Royal Anglian Regiment Museum
Sedgwick Museum of Earth Sciences (UCM)
St Neots Museum
Stained Glass Museum
The Polar Museum, Scott Polar Research Institute (UCM)
Thorney Heritage Museum
University Museum of Zoology (UCM)
Whipple Museum of the History of Science (UCM)
Whittlesey Museum
Wisbech & Fenland Museum

Essex

Beecroft Art Gallery (SMS)
Brightlingsea Museum
Burnham-on-Crouch & District Museum
Chelmsford Museum & Essex Regiment
Colchester Castle Museum (CIMS)
East Anglian Railway Museum
Epping Forest District Museum
Essex Collection of Art from Latin America, University of Essex
Essex Fire Museum
Essex Police Museum
Essex Regiment Museum
Fry Art Gallery
Hollytrees Museum (CIMS)
Maldon District Museum
Mersea Island Museum
The Munnings Art Museum
Natural History Museum (CIMS)
Prittlewell Priory Museum
Rayleigh Town Museum
Rayleigh Windmill
Saffron Walden Museum
Southchurch Hall Museum (SMS)
Southend Central Museum & Planetarium (SMS)

Hertfordshire

Ashwell Village Museum
Bishop's Stortford Museum
British Schools Museum
Bushey Museum & Art Gallery
Dacorum Heritage Trust
de Havilland Aircraft Heritage Centre
Garden City Collection, Letchworth
Hertford Museum
Lowewood Museum
Natural History Museum at Tring
North Hertfordshire Museum
Potters Bar Museum
Royston & District Museum & Art Gallery
Stevenage Museum
University of Hertfordshire Art Collection
Verulamium Museum
Ware Museum
Watford Museum
Welwyn Roman Baths

Norfolk

100th Bomb Group Memorial Museum
Ancient House Museum of Thetford Life (NMS)
Cromer Museum (NMS)
Diss Museum
Elizabethan House Museum (NMS)
Fakenham Museum of Gas & Local History
Gressenhall Farm & Workhouse (NMS)
The Lynn Museum (NMS)
The Muckleburgh Military Collection
Mundesley Maritime Museum
Museum of Norwich at the Bridewell (NMS)
Museum of the Broads
Nelson Museum
Norfolk Tank Museum
Norwich Castle Museum & Art Gallery (NMS)
Peter Coke Shell Gallery
RNLI Henry Blogg Museum
Royal Norfolk Regimental Museum (NMS)
Sheringham Museum Trust
St Seraphim's Icon & Railway Heritage Museum
Strangers Hall (NMS)
Swaffham Museum
Time and Tide Museum (NMS)
Tolhouse Museum (NMS)

Suffolk

Aldeburgh Museum
Beccles and District Museum
Bentwaters Coldwar Museum
Christchurch Mansion (CIMS)
Clare Ancient House Museum
Dunwich Museum
East Anglia Transport Museum
Felixstowe Museum
Gainsborough's House Society
Haverhill & District Local History Group
HMS Ganges Museum
Ipswich Museum (CIMS)
Ipswich Transport Museum
Lanman Museum
Lavenham Guildhall Museum
Laxfield and District Museum
Little Hall Museum
Long Shop Museum
Lowestoft Maritime Museum
Lowestoft Museum
Mildenhall & District Museum
Moyse's Hall Museum
Museum of East Anglian Life
Norfolk & Suffolk Aviation Museum
Orford Museum
The Red House, Aldeburgh
Saxmundham Museum
Southwold Museum
Suffolk Regiment Museum
West Stow Anglo-Saxon Centre

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